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Boston Public Library
Central Library Master Plan

Part B:
Planning Report

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April 26, 1999

Boston Public Library
Central Library Master Plan

PART B: PLANNING REPORT
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Part B:

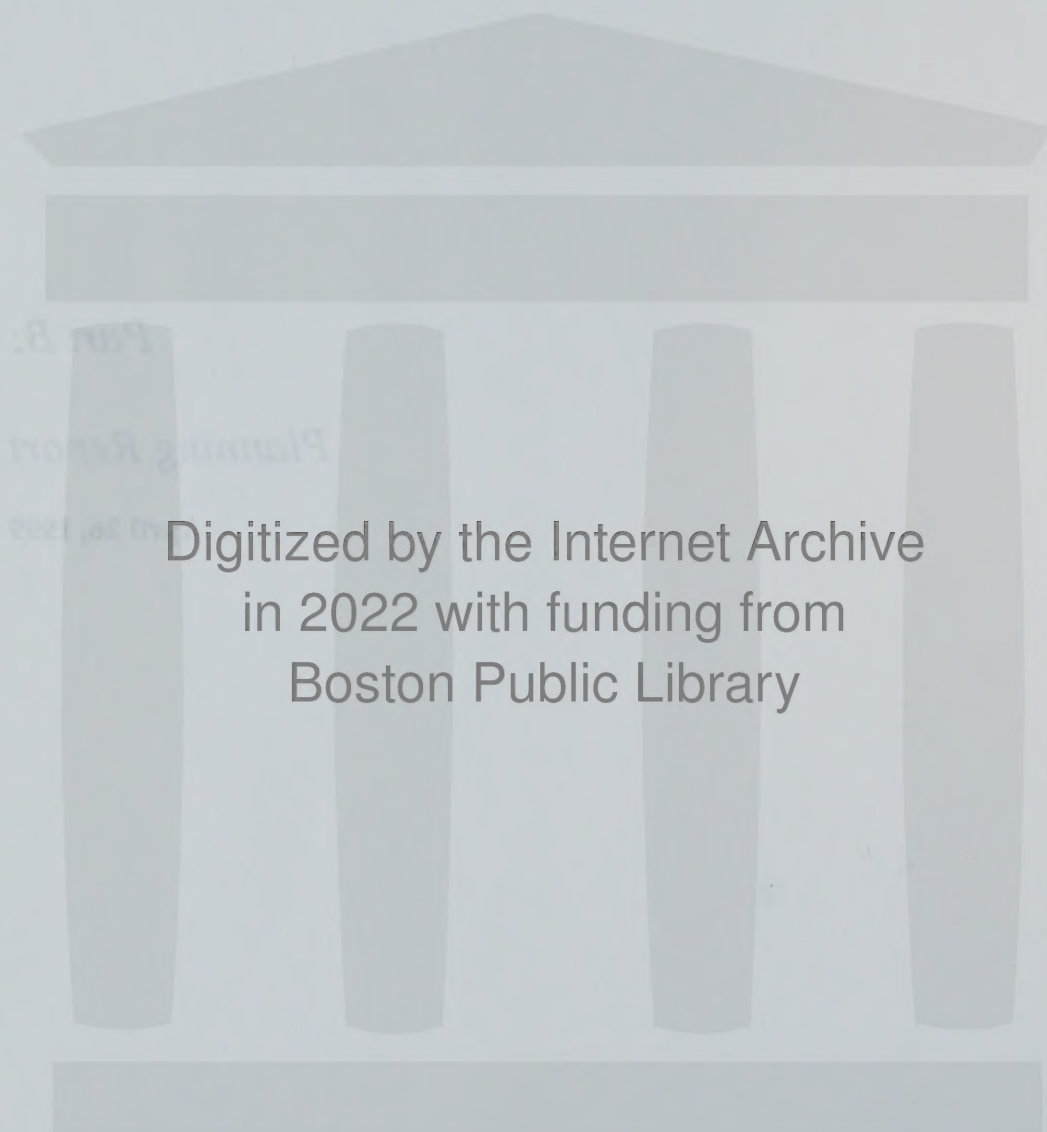
Planning Report

April 26, 1999

*Prepared for The City of Boston
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*Boston Public Library
Central Library Master Plan*



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INTRODUCTION

A. Scope of Study

In June 1998, the Study Team began a master plan study for the Boston Public Library central branch library facility in Copley Square. The library consists of two buildings, the 1895 McKim Building, designed by Charles Follen McKim of McKim Mead and White, and the 1972 Johnson Building, designed by Philip Johnson. In the past decade a number of renovation projects have been implemented and planned for the historic McKim Building. Prior to completing the last phases of this work, it was decided that an overall Master Plan for the combined facility would be useful in determining service and planning goals for the overall facility, and guide the next stages of investment.

The library consists of two main components, the Research Library - whose public areas are housed in the McKim Building - and the General Library - a circulating collection housed in the Johnson Building.

The purpose of the study is to evaluate the current facility, to understand how the Boston Public Library (BPL) makes its collections and services available to the public, and develop initial suggestions on how to improve those functions from both a planning and operational perspective. The study will review ways of integrating the functions of the McKim and Johnson Buildings, improving access to the public, and the accommodation of new library and telecommunication technologies.

The study's methodology includes tours and "mapping" of the existing facility, focus groups with library administration and staff, and workshops to present and explore concepts leading to a series of recommendations.

The results of the study have been documented in two parts. Part A: Facility Evaluation presented the results of the initial evaluation, data, and observations of the consultant team. This document, Part B: Planning Report, presents the planning concepts and recommendations.

B. Study Team

The Study Team is led by Hardy Holzman Pfeiffer Associates, architects and planners, in collaboration with a team of consultant specialists, the City of Boston Department of Neighborhood Development, and the Boston Public Library.

The Boston Public Library

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Mechanical / Electrical Engineer

Vanderweil Engineers

274 Summer Street
Boston, Massachusetts 02210
(617) 423-7423

Structural Engineer

LeMessurier Consultants

675 Massachusetts Avenue
Cambridge, Massachusetts 02139

Cost Estimator

Andrew Chartwell & Co.

347 Congress Street, 1st Floor
Boston, Massachusetts 02210
(617) 737-9339

I. FACILITY EVALUATION SUMMARY

The following is a brief description of the contents of the Part A: Existing Facility Evaluation Report.

A. Existing Building Evaluation

The Part A: Existing Facility Evaluation Report includes in Section I, Existing Building Evaluation:

Current Layouts

- Plans
- Renovation Phases and Status
- Summary of Areas

This portion of the Part A report serves as an introduction to the existing facility, contains the floor plans of the most recent renovation plans from Shepley, Bulfinch, Richardson and Abbott, diagrams the different phases of those renovations, and describes the allotment of floor space by department with area estimates. (Pages 3-56)

Evaluation

- Architectural/Interior
- Space Utilization
- Systems

Going through the Johnson and McKim Building, floor by floor, this portion of the report describes the current condition and issues of the library spaces, as well as briefly evaluating the general space utilization. This portion also includes an evaluation of the current mechanical systems of the two buildings supplied by the team's mechanical, electrical and plumbing consultant, Vanderweil Engineers. (Pages 57-70)

Photographs

- Exterior
- Interior: McKim
- Interior: Johnson

This portion of the report consists of photos of the library facilities taken during the course of the initial site visits. (Pages 71-86)

B. Staff Interviews and Questionnaires

The Part A: Existing Facility Evaluation Report includes in Section II, Staff Interviews and Questionnaires:

Staff Organization

- Organizational Charts
- Summary of Positions

This describes the existing organization of the BPL administration and staff through a series of charts and a list of current department numbers. (Pages 86-92)

BOSTON PUBLIC LIBRARY

REQUEST FORM

- MATERIALS ARE FOR USE IN THE LIBRARY ONLY.
- KEEP THIS FORM WITH THE MATERIAL.
- RETURN BOTH TO DESK.
- USE A SEPARATE REQUEST FORM FOR EACH TITLE.

Boston Public Library
Central Library
- master plan

M3 B16 /PL 149.5

TITLE

DATE OF MAGAZINE, NEWSPAPER, ETC.

VOLUME	MONTH	DAY	YEAR

YOUR METRO—BOSTON LIBRARY NETWORK CARD NUMBER

2 9 9 5 9 0 2 2 5 8 3 3 9 7

YOUR NAME

CITY OR TOWN
AND ZIP CODE

Moshe Korman
Savannah, Georgia 31405

REPLY (FOR STAFF USE)

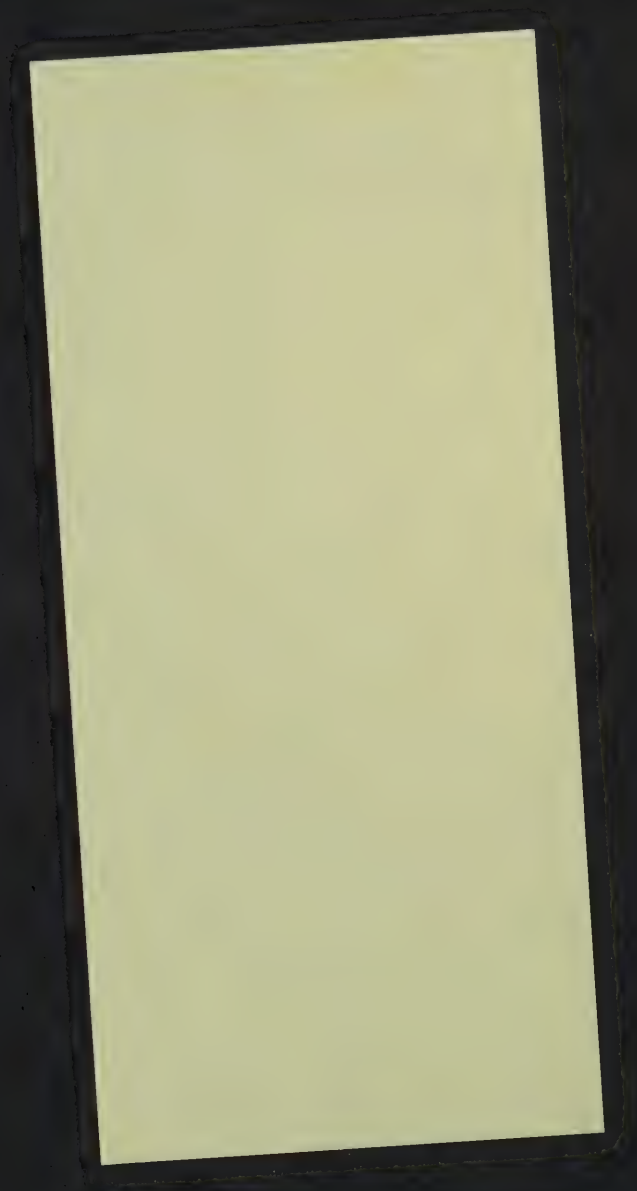
NOT ON SHELF

NUMBER OF ITEMS

ITEM LOCATED IN

STAFF MEMBER'S INITIALS
Form no. 1483rev89

DATE



Program Issues

- Research & Circulating Library
- Outputs

Addressing some of the questions that the library faces, this portion of the report outlines the two main functions of the Central Branch as a circulating and research facility. It also contains some collection output numbers supplied by the library. (Pages 93-97)

Staff Issues

- Focus Groups/Methodology
- Questionnaires
- Summary of Findings

This describes the methodology used in the focus groups and describes the workshop process. It contains the minutes of the initial focus group meetings at the library, as well as a sample of the questionnaires that were issued at those meetings. It concludes with a summary of the points, concerns, and opportunities brought to light by the focus groups. (Pages 98-113)

President's Overview

- Goals
- Issues

This outlines the many goals and issues that came up in meetings with Boston Public Library President, Bernie Margolis. (Pages 114-116)

Operating Budget (NIC)

- Staff (NIC)
- Collections Development (NIC)

These pieces of information were not supplied for the report. (Page 117)

C. Technology

The Part A: Existing Facility Evaluation Report includes in Section III, Technology:

Introduction

Key Topics and Issues

Developing the BPL ITI

This section, prepared by the team's technology consultant, Charles McClure, outlines many of the technology infrastructure deficiencies and challenges the library faces. It also discusses some of the potential opportunities, which a comprehensive information technology plan would address. (Pages 118-132)

D. Identification of Opportunities

The Part A: Existing Facility Evaluation Report includes in Section IV, Identification of Opportunities:

Summary of Initial Observations

- Overall Space
- Old and New
- Technology
- Front Doors

-Service Objectives

This portion of the report discusses the initial observations of the Study Team, outlining the opportunities and constraints perceived in the first series of site visits and meetings. (Pages 133-135)

Potential Initiatives

-Community

-Processing

-Technology

-Enterprise

-Development

-Off-Site

These six basic initiatives identified here, evolved to become the issues, which drove discussions in the workshops and informed the schemes. They are often referred to in this, Part B: Planning Report, document. (Pages 135-137)

Next Steps

-Workshops

-Plan Adjustments

-Schedule

This concluding portion of the Part A report briefly describes the process that would follow and outlines the schedule for the months ahead. (Page 138)

II. PLANNING OPTIONS AND WORKSHOP PROCESS

A. Overview

The McKim Building has gone through almost a decade of renovation and change. Some areas have been restored to their original state, and others, such as the courtyard, are being adapted to a new vision of the building and library. Currently, the building is undergoing facelifts and adjustments through a series of phases. Some renovations have been completed, like the Government Documents room in the basement.

Part of the charge of the Study Team has been to assess the success of such transformation, and how it might be expanded and improved upon to better serve the library as a whole; incorporating both the McKim and the Johnson Buildings, and perhaps a grander vision of the future facility. In order to do this, the Study Team closely examined the existing facility and documented its findings in the Part A: Existing Facilities Report.

The Part A: Existing Facilities Report, in general, looks at the dichotomy that exists in the current library facility, which is immediately apparent, both architecturally and programmatically. The front doors, for example, of the two buildings illustratively demonstrate this point with the refined detail of the McKim Mead & White building contrasting the clean lines of the modern Phillip Johnson Building. This duality is reflected in the functions, at least in the publicly visible areas, of the two buildings; the McKim operating as a research library, and the Johnson as a general circulating library.

One of the initial problems a visitor faces when entering the current facility is the lack of immediate and effective points of information. When entering the McKim, a patron has only a small guard table to turn to for direction, and while the Information Room, as proposed by Shepley Bullfinch Richardson and Abbott, would help, its intended placement away from the front door poses a problem. As the patron moves upstairs in the McKim, the dispersed nature of the information points on the Stack 4 floor also lack the convenience of a clear point of reference for the wayward visitor. Down the block in the Johnson Building, the visitor currently finds an equally frustrating dilemma. They are faced with the large, open lobby and only a small information desk towards the rear of the space to help them. The larger information desk is located too far from the front entrance to be immediately useful. While the information desk on the second floor is placed in good proximity to both the stairs and the elevator, its location in relationship to the front door is also too far to be immediately useful for a visitor.

Another area of improvement discussed in the Part A: Existing Facilities Report was the general use of space throughout the library. In the Johnson Building, there

is a mix of some spaces that are underutilized and overly spacious, while others are at or beyond capacity.

The lack of technology and skillful integration of equipment into the space was also apparent. New lighting, mechanical, and plumbing systems are also needed. In addition, an overall assessment of the library's adherence with the current American with Disabilities Act policies is called for.

In order to develop service and planning initiatives that would best improve the library and its functions, the Study Team sought the input of the administration and staff through a series of workshops and questionnaires. The questionnaires were distributed amongst the staff in order to encourage their full, open, and complete contributions to the process.

Immediately before the teams initial workshop visit, the library was damaged by the floods in the basement of the McKim Building, as well as areas of the Johnson Building. As the workshop process continued, it became clear that the basement spaces of the building would require careful thought and consideration so that no critical materials would be placed at risk, while the valuable floor space which these areas provide could still be utilized in some fashion.

Two workshop session, each spanning a two day period, allowed the team to concentrate on many of the points stressed in the initial focus groups and questionnaires, as well as bring to light new and important concerns and ideas about the library. The workshop process gave the administration and staff an opportunity to participate in the discussion about the planning options the team presented. By getting feedback from the staff in person, the Study Team could discuss a range of opinions, as well as investigate new concepts and ideas which had not been considered before.

The discussions often reflected some main ideas about the identity of the library. Should the library maintain and expand its current exhibit space, adopting in part, a roll similar to that of a museum? Should it focus on children and its roll in the community? Should it function primarily as a traditional library? Should it fully embrace the technological transformation which many other libraries, both new and old, are going through?

In order to address these many issues, the Study Team developed six initiatives: a community Initiative that will enable the library to become a more exciting and "welcoming" place for the public it serves; a Technology Initiative that introduces new technologies for both patrons and staff; an Enterprise Initiative that will bring desired services to the library, create a new draw, and introduce an additional revenue stream; a Processing Initiative that could be executed in a single, concise effort in order to account for all the unprocessed material in the library; an Off-

Site Initiative which will give the library the breathing room it needs to better service the materials it has now, as well as begin to address the inevitable growth of its many collections; and a Development Initiative, to address the need to fund all these improvements and modifications.

Based on these initiative and issues, the Study Team developed different architectural and planning options. The developed schemes kept in mind certain factors about the existing condition of the building and the current renovations, as well as incorporating various goals and opportunities.

B. Major Elements and Important Concepts

The Master Plan consists of a series of critical elements and concepts to be implemented in order to meet the current challenges facing the Boston Public Library central complex and to create an institution and infrastructure that will be appropriate to meet the needs of the public in the 21st century. While many of these improvements may be adopted over time, certain important concepts of the Master Plan are essential to the overall success of the library's mission.

As described above, the Study Team has identified six essential initiatives:

- **The Community Initiative**
- **The Enterprise Initiative**
- **The Technology Initiative**
- **The Processing Initiative**
- **The Off-Site Initiative**
- **The Development Initiative**

Each incorporates significant improvements to the library and will enhance its ability to serve the public. Failing to address any one of them will greatly reduce the benefits of the Master Plan.

1. Response to Initiatives

The initiatives addressed in the Part A report evolved over the course of the study and prompted the following service, architectural and planning responses.

a. Community Initiative

An increasing number of public libraries are making the transition from facilities that are primarily used to store books, to places where members of the community can gather and participate in programs that inform and encourage the exchange of information and ideas. The recommendations of the Boston Public Library Master Plan Study Team address the library's relationship with the community in a number of ways.

Public Access

The Boston Public Library central complex is a large and complicated facility. Its size, coupled with the challenges of integrating the 1895 and 1972 buildings, have led to a great deal of confusion for users trying to get around. Horizontal and vertical circulation, security, book checkout, information seeking, connections between the McKim and Johnson Buildings, signage, handicap accessibility, and general departmental adjacencies all must be addressed to facilitate improved public access.

This improvement of the general Public Access throughout the library is a crucial element in the Community Initiative. Its components, such as more visible elevators near the Johnson entrance, have broad affects on improving the facility through the Master Plan. It is essential to create better circulation and access in the library so the community at large can fully realize the benefits of the other initiative improvements.

One of the most important aspects of creating better Public Access is a new front door to the Johnson Building. When the visitor arrives in the Johnson (and likewise in the McKim) they will be immediately greeted by an information desk. Traffic will flow in on one side and out on the other, providing a secure entrance and exit as well as facilitating the information seeking and checkout process.

To improve the circulation, and visitor experience, between the two buildings the interstitial space of the northwest corridor will be expanded into the Johnson. This area will become a lobby node that truly joins the buildings, both horizontally and vertically. Additionally, new public and staff elevators will serve to enhance the vertical circulation in both buildings.

Popular Library

The creation of a Popular Library which features the most current and popular circulating books will provide the BPL a significant draw for patrons who might otherwise find themselves in bookstores such as Borders or Barnes & Noble. Other media, such as popular video and audio materials, will also be available.

The Popular Library will provide an exciting and comfortable environment, which will add to the sensation the library is a place to experience and spend time in.

The Popular Library will be on the Ground Floor of the Johnson. Its location on the NE corner, where Children's currently is will make it one of the first services seen from the outside. The garden walls at the windows of this corner will be removed to allow for a visual connection with the public outside and to make way for a new entrance specifically for the Popular Library. The new entrance will open into a small café, which will serve, on one side, the passer by from the sidewalk, and on the other side, the patrons of the Popular Library. This new

entrance is envisioned to allow for the potential of extended hours of service for the Popular Library.

Children's Services

One of the most dramatic approaches to embracing the community role of the library is the enlargement and enhancement of the Children's area. Reaching out to people at a young age prepares them for a life long relationship with the library.

Additionally, the adults that accompany the children are exposed to the positive roll which the library plays in their lives and community.

In order to increase the capacity for young visitors to the library, as well as introduce new and expanded programs to those visitors, Children's Services will grow to approximately three times its current size. Children's Services will move from the NE corner of the Johnson Ground Floor to the Blagden Street side of that floor. While the garden walls on Blagden will remain standing in order to insulate the children from the public activity on the street, moving this service from the front corner of the building will allow for the removal of the garden walls along Boylston. This will open up an important visual connection for the public at the entrance of the Johnson Building.

In order to create a sense of scale appropriate for Boston's youngest users, as well as deal with acoustical issues, large awnings, perhaps of fabric, will form distinct rooms within the double story space of the Ground Floor. These rooms will not only lower the ceiling height of the space for the children, but will also create a sense of identification for the department and the different programs it will offer. For instance, one space might be configured to be a reading room, while another might be set up for puppet shows.

New Exhibit Spaces

Numerous people come to visit the library everyday for reasons other than to checkout a book or ask a reference question. It is a popular attraction for tourists, art classes and other groups interested in the building itself. The intent is to make places for these people to go when they arrive at the library, as well as spaces that showcase the library itself. Additionally, by creating exhibit space to display elements of the research collection the average user might otherwise never see, the library again enhances its function as a place to experience and spend time in.

Exhibit space will be added in both the Johnson and the McKim Buildings in order to increase capacity of the library to display special collections, art and other materials.

In the Johnson Building the Mezzanine level will be configured primarily for exhibit cases and displays. The great hall area on the ground floor of Johnson will

remain as exhibit space but may benefit from some permanent display features, or even a large hanging sculpture.

In the McKim Building, exhibits in the two rooms off the lobby will provide ample space to display both permanent collections and changing installations. One of these exhibition galleries would also serve the critical function of orientation to the library and the exhibits throughout the building. Currently visitors to the library often find themselves in the McKim lobby with little direction or idea as to where to go next. By providing orientation space, patrons who wish to tour the facility or view exhibits will be directed by the new information services desks in the lobby to the Orientation Gallery. Additionally, the Orientation Gallery will offer exhibits about the building and its history, provide a central meeting place for groups to gather, and even provide self-guiding audio tours.

On the Special Libraries Floor, the rooms most immediate to the Chevanes Gallery stairs will be renovated as exhibit galleries. The gallery to the north, the Cushman Gallery, would become a Map Gallery, which would display the collection of rare maps from the Maps Department adjacent to it. While not specifically intended for the display of prints, the Wiggin Gallery would serve well for the exhibit of items from the Prints Department adjacent to it.

b. Enterprise Initiative

One of the many ways to enhance people's experience of the library, and to promote its use by all types of patrons, is the introduction of services which typically may not seem to fall under the traditional operations of a library. By bringing in such entities, such as cafés and bookstores, the library will add new aspects to the user experience, as well as gaining an additional revenue stream. The user will find new reasons to visit the library, as well as new reasons to conduct activities (and transactions) for which he or she might otherwise have left the library. The appropriate integration of such functions into the library will allow for greater service to the public, greater use by the community, greater user comfort, and increased traffic for the library.

Enterprise Spaces

Most of these enterprise spaces will be located along the Boylston Street frontage in order to allow them to both draw street traffic into the library and service patrons who may not find their way into the library at that particular moment.

A small café, mentioned above, at the "front door" of the Popular Library, will serve both the patrons from in the library as well as passer-bys. It will consist of a small coffee bar, and some table seating that will visually flow into the Popular Library beyond.

The Library Store is an enterprise space originally planned for the McKim Building. It will move from the intended internal room in the McKim to occupy the Boston Room of the Johnson Building so, like the Popular Library Café, it is accessible to both the passer-by and the library patron. The intent is to increase traffic to the store itself, as well as serve as a visible draw for people to the library.

Another enterprise space planned for the McKim is the Tea Room. In order to allow the Tea Room to offer the appropriate level of service and increase its usefulness as a special place to hold events, it will occupy both the originally intended space on the Ground Floor, as well as the room adjacent to it. Here staff and patrons will be able to order food and eat in a dining facility that exemplifies the beauty of the McKim Building. A well-equipped kitchen, located adjacent to the Tearoom, will provide daily service, as well as catering service for special events.

c. Technology Initiative

One of the prime thrusts of preparing the Boston Public Library for the years to come is an extensive infusion of technology. Computers and systems for both public and internal use are critical to the future operations of the library as an increasing amount of information is disseminated through technology. New technology is needed on both a library-wide distributed basis, and a program or departmental basis.

Information Common

The largest concentrated use of information technology by the public will be on the second floor of the Johnson Building in a multi-function space called the Information Common (IC). This area will consist of computer workstations that will permit users to perform on-line research and access electronic reference and informational materials and databases.

Its location on the second floor of the Johnson Building along Boylston, coupled with a new elevator core and its easy access from the McKim Bates Hall floor, will make the Information Common the main reference source for the Central Library Complex.

Music and Performing Arts Center

This new multi-media service located on the third floor of the Johnson Building will serve many functions. Patrons will be able to use recordings, audiocassettes and CD's, CD-ROM's, videotapes, and the Internet to listen and view music and performing arts programs.

Its location immediately above the Information Common will create a "technology zone" on the Boylston side of the Johnson Building easily accessible from the lobby and the IC via the new elevators.

Computer Training

As the library adopts more information technology in order to access the increasing amount of material that computers make available, the need for trained and experienced staff is essential. Directly below the IC, on the mezzanine floor, will be a new Computer Training facility that will educate both staff and the public in the use of the various new information technologies being introduced into the library.

Digital Conversion and Reproduction Center

Among the many comments the Study Team noted in its workshop process was a description of the current difficulty in reproducing color or large materials for patrons. The Digital Conversion and Reproduction Center, to be located in the Basement of the McKim, will address this issue. Additionally, it will serve a crucial roll in the digitizing of the library's collections so they can be accessed by patrons at workstations throughout the complex, from home, or across the country, or from any point in the world.

d. Processing Initiative

There is now an enormous amount of material in the library that needs to be processed, and organized to be made either useful to the public - or discarded. As an institution that accepts both the extraordinary and the ordinary donations, that seeks to collect and maintain nearly all the printed material published in the country, and that is the receiver of archives from the City and other sources, this situation is not unexpected. These materials include a diverse range of gifts, recent acquisitions, architectural drawings, and sound archives.

A Processing Initiative would be a short term (two or three years) focused effort to catalogue and process these items. It could be a separately funded "SWAT" team approach with added staff for this period only.

Such an effort would be most efficiently executed if conducted after most elements of the Technology Initiative are in place.

e. Off-Site Initiative

The potential for a large, consolidated off-site facility begins to raise the question of what could be housed in a new, remote location and how it should be planned. While the reasoning behind the construction of this facility has been collection storage, the facility could also be seen as a "relief valve" for functions at Copley Square complex which do not need to occupy prime Back Bay real estate.

Collection storage functions including a reading room for use of material at the offsite facility, plus gift processing, furniture storage, maintenance shops, and even a remote "reading room" for materials to be viewed and used on-site could be considered.

Gifts

Currently, the many gifts the library receives are brought directly to the central complex where they are stored in areas of the McKim off the loading dock and the basement of the Johnson. This presents a number of problems, including taking up valuable storage space, as well as potentially bringing infested items into the library.

An off-site facility that, among other functions, could handle the initial processing of gifts would alleviate these concerns. Once the first round of inspection of gifts was completed at the off-site facility, materials deemed worthy could be brought to the central complex for incorporation into the collections.

Storage and Maintenance

The central complex has become the primary equipment and storage depot for the respective branch libraries throughout BPL system. This uses up prime downtown space for a storage function which is best housed in a less valuable location. In addition, the restrictions of the existing loading area at the central complex are not conducive to this activity. Also, in some cases, hazardous materials are stored in the basement of the central complex, increasing the risk of damage to the facility and the collections. Other hazardous conditions are created by the maintenance and woodshop equipment currently in the Johnson basement.

By moving much of these general storage and maintenance functions to an off-site facility, the library will gain back valuable space and improve some of its environmental conditions. Additionally, the branch libraries will not need to enter the busy environment of Copley Square, and compete with other central branch service activities for loading dock space, when they are in need of supplies or equipment.

Special Collections and Off-Site Reading Room

The library is in possession of Special Collections volumes many times the amount that could ever hope to be fit into the central complex. Also, some may not need to be stored in the central complex. As a result, much of the Special Collection is currently housed off-site.

The Master Plan calls for a continuation of this policy, but recommends the off-site Special Collection facilities be improved by the addition of a reading room. By allowing visitors to view Special Collections at the off-site facility, where the

materials are stored, risk of damage from shipping the items to the central complex and back are mitigated. Additionally, patrons will not have to wait for items to be brought to the central complex.

f. Development Initiative

Funding for all the items described above may not be possible within the current budget for operations and staffing, and funds may need to be identified from private and foundation sources. While the Board of Trustees has taken this on in the past, it

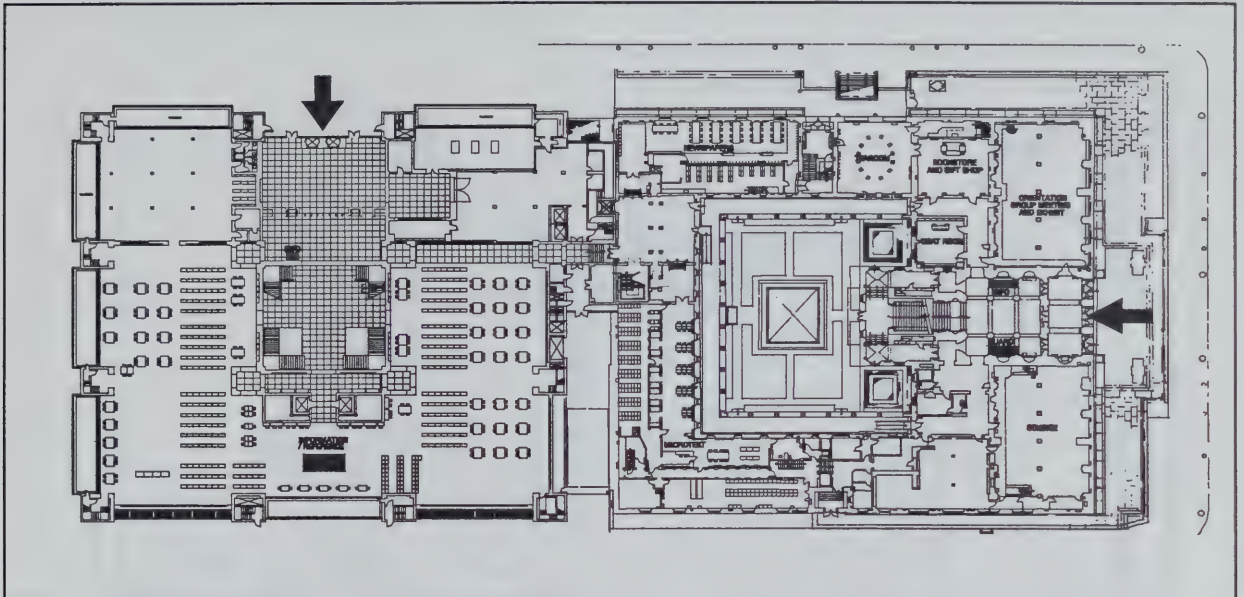
may be time in the life of the institution to create a strong Development Office which would assist in matching service and program initiatives (current and future) with funding sources. The Development Office would work along with a focused Marketing Department to bring visibility to the Library's activities. Increased attention to these types of public services would suggest a "living" focus for these activities near the front doors of the buildings.

2. Diagrams

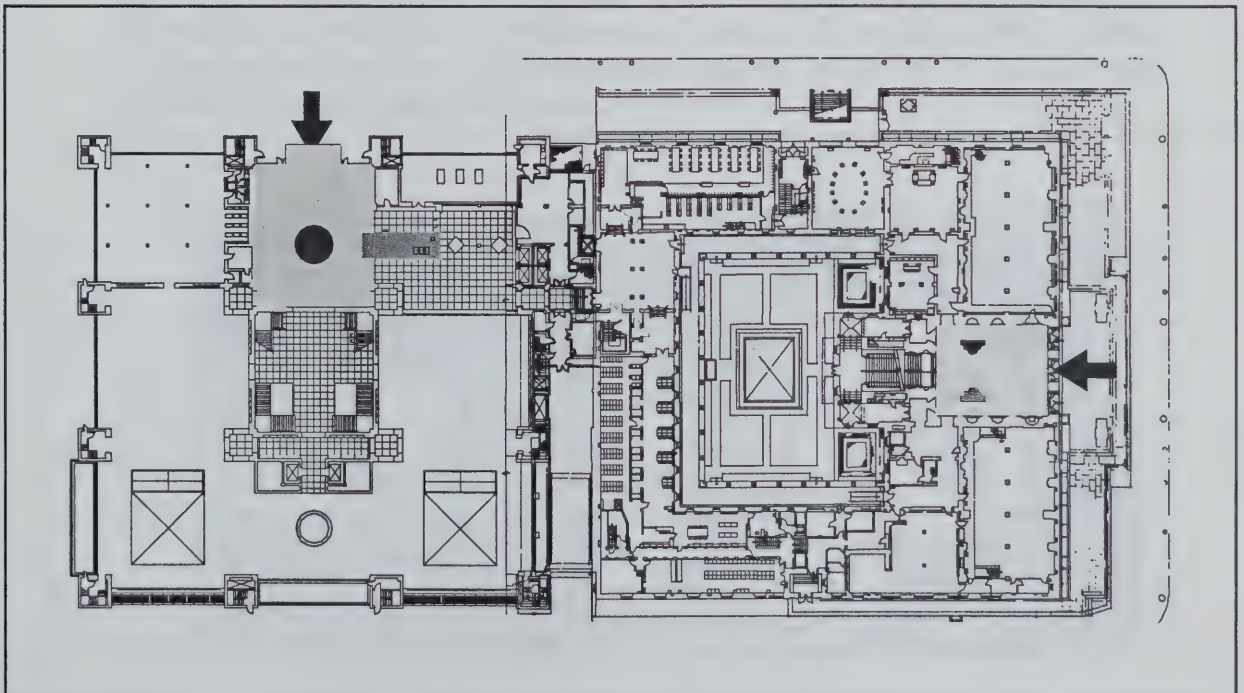
Some of the other important concepts addressed by the Study Team's recommendations are best demonstrated in the following diagrams.

Lobby Improvements

Currently there is a lack of definitive points of service for general information and direction when one enters the library at both the McKim and Johnson Buildings (below).

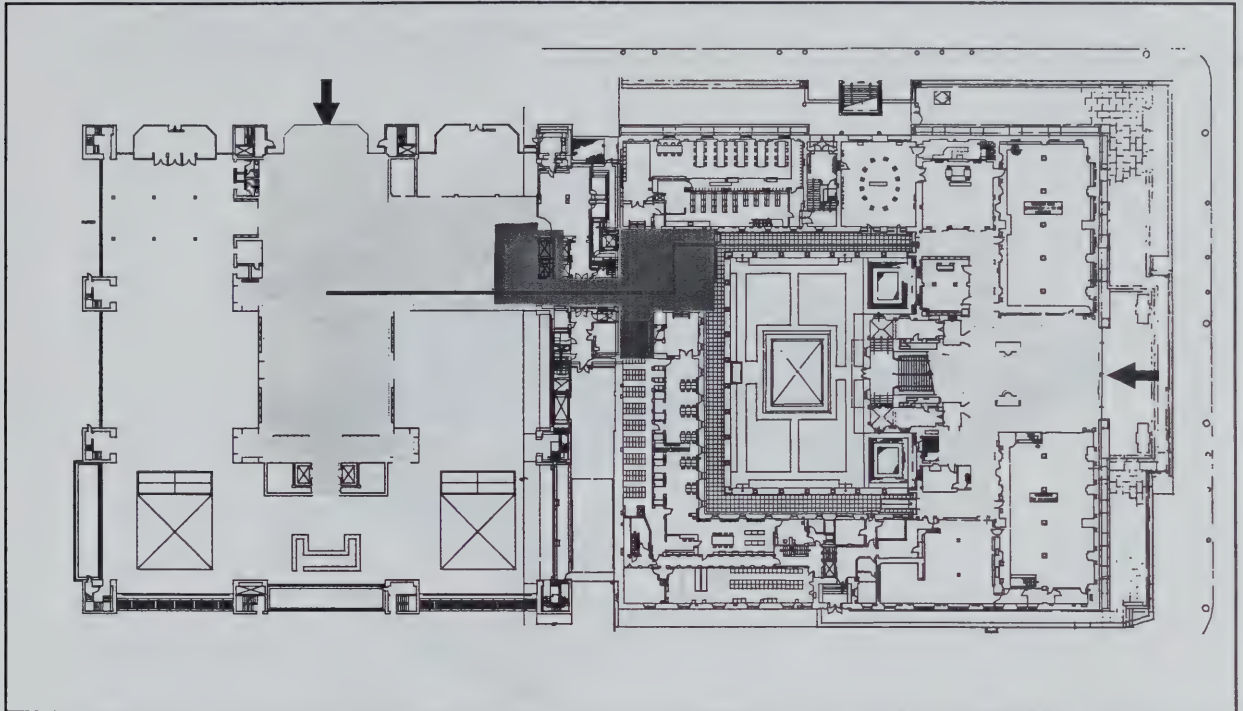


The intention is to create well staffed information desks that are clearly visible at the points of entry to the library. These desks will be accompanied by new and enhanced check-out stations at both the Johnson and McKim front doors (below).

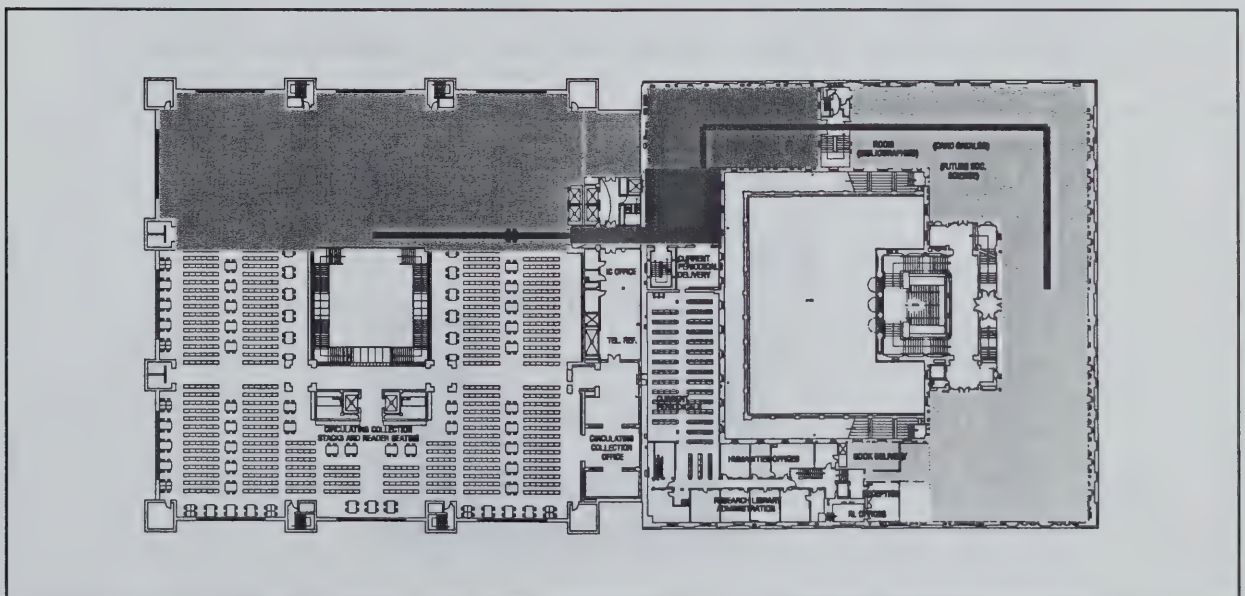


Enhanced Connections

The new lobbies will enhance the newly created connections between the two buildings. A centrally located area at the ground floor serves as a lobby for the new elevator core and as a transitional space between the two buildings (below).

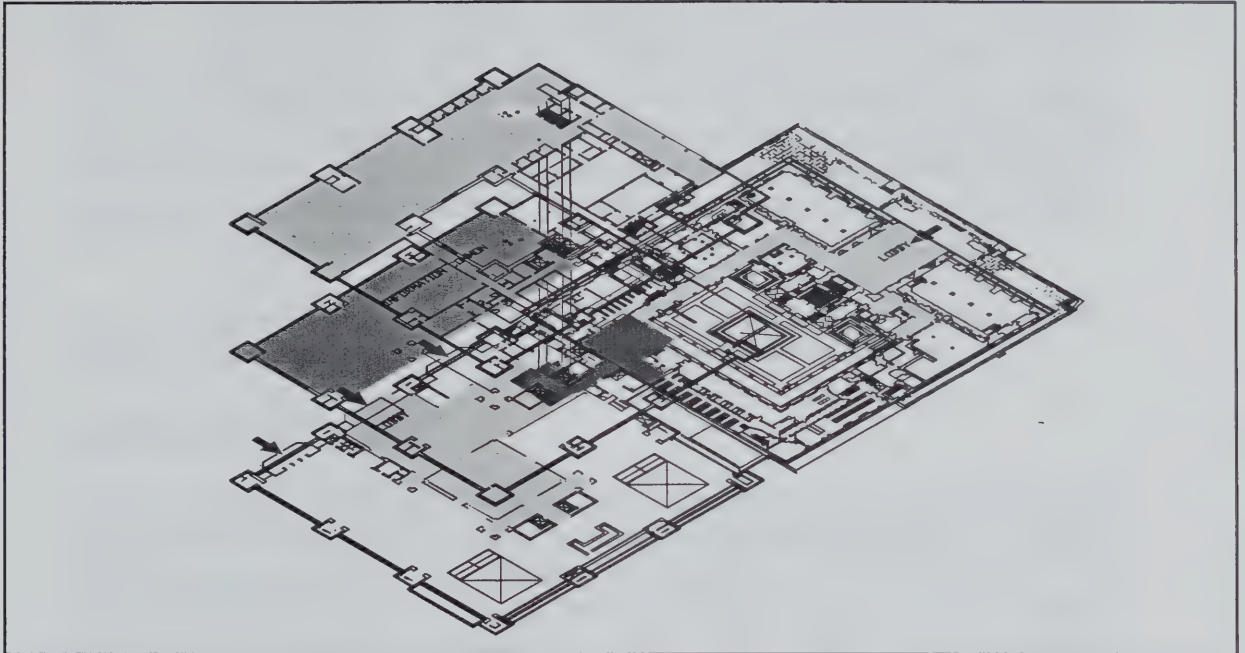


The programmatic connection between the third floor of the Johnson Building and the Bates Hall floor of the McKim will be greatly improved by the addition of the Information Common (IC) in the Johnson. Patrons will be able to read, conduct research on-line and use digital reference materials in the IC, or use the more traditional space in Bates Hall (below).



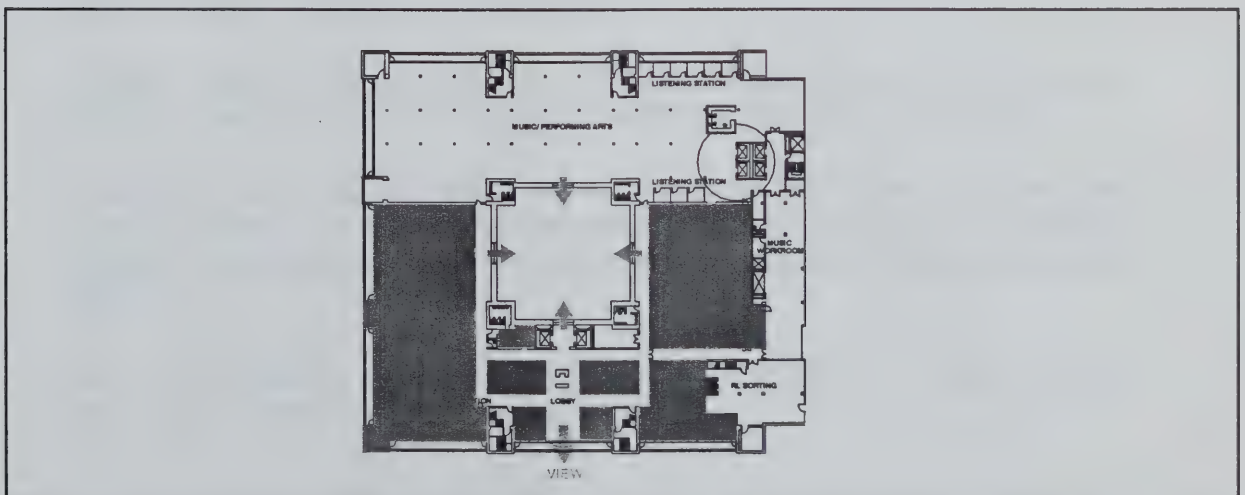
Hi-Tech, User Oriented Boylston Frontage

The new Music and Performing Arts Center on the Johnson Building third floor combined with the Information Common on the second floor will stack to create an area heavily infused with technology for patrons use. Both of these areas will be highly accessible from the new public elevators in the expanded Johnson lobby. These new hi-tech areas will develop a new image for the library as a state-of-the-art resource for users (below).



New Administrative Center

Perhaps the most significant improvement to the third floor of the Johnson Building is the adjustments that will be made to the Administrative Area. The opening up of a direct line of sight to an exterior window from the elevator lobby, as well as new window openings in the wall which surround the Great Hall, will dramatically improve the quality of space and interaction between the staff and visitors (below).



B. August Workshops

1. The Workshop Process

The workshops began with a general presentation to the library department heads by the Study Team that illustrated the design and planning aspects of the various options (A record of this slide presentation has been submitted as a separate bound document). Over the course of two to three days, smaller discussion groups met with the Study Team to share feedback and ideas about the options. During these sessions, new suggestions were often sketched directly on color-coded plans and a three-dimensional levels model, which demonstrated horizontal and vertical adjacencies. These marked up plans, combined with the minutes and notes from the meetings, formed the basis of the Study Teams proceeding proposals.

Written comments were accepted from staff who did not have a chance to attend a workshop, or thought additional attention was appropriate to a subject.

2. Description of Options

The initial option the Study Team brought to the library in August investigated many ideas about how the BPL could address the initiatives developed and evolve into an exciting, user-friendly, efficient, and state-of-the-art facility. Based on the visits and evaluations of the Part A: Existing Facility Report, the option tested notions about what new services the library could offer; what operations, materials, and departments might be located off-site; and how shifting the locations of some departments would effect the use and operation of the library.

Some of the major elements of the first scheme were the introduction of a Popular Library, an Information Common, and Enterprise Areas (such as a bookstore and café). Other features of the initial scheme were to move and expand Children's Services, move and expand the Music and Fine Arts Department, and increase the exhibition space throughout both buildings.

The team suggested the removal of the Gifts Department, Computer Services, and potentially the Technical Services Departments from the Johnson Building.

It should be noted that this initial scheme was developed before the flood that caused a great amount of damage to the collections in the basement of the McKim Building. Consideration of this event was to be incorporated into the schemes that followed.

The overall reactions to the proposals were positive and are recorded in the Workshop Discussion and Minutes that follows.

3. Workshop Discussion and Minuets

The following are notes from the workshop presentations made by the Study Team. Persons attending each presentation/workshop were: Stephen Johnson, Hardy Holzman Pfeiffer Associates; Jason Kuperman, also of HHPA; Richard L. Waters, PROVIDENCE Associates Inc; David M. Henington, also of PROVIDENCE; Maureen Anderson, Department of Neighborhood Development, City of Boston, and Dana Rizzotti, Office of the President, Boston Public Library. Other participants are listed for each workshop according to the sign-in sheets distributed at the start of each workshop.

The consultants apologize for any mistake made in the spelling of personnel names.

Initial Meeting with Bernard Margolis, President, Boston Public Library, 8:30 a.m., Thursday, August 27, 1998

The team made an overview presentation of findings and preliminary recommendations to Mr. Margolis.

Recorded comments follow:

- Mr. Margolis expressed that considering the recent flood basement space might be best used for meeting rooms, such rooms in McKim would nicely mimic those in Johnson, no natural light would make for good presentations, etc.;
- Collections in basements not a good idea;
- Children's Services could be on the far side of the Exeter Street side of Johnson;
- Circulation Workroom in Concourse of Johnson good idea, especially if a way can be found to mechanically get books to upper levels;
- Removal of security gates, etc. from Johnson main level and open up the building a good idea;
- Doubtful if Technical Services would/should move off-site, or even from present location;
- Additional elevators could help in the connectivity of the two buildings;
- Science and Government Documents could move into Johnson, perhaps concourse, perhaps third level;
- McKim could be arts and humanities, Johnson could be science and technology;
- Need for check-out provision in McKim;
- Need for more meeting rooms than there are at this time;
- Rare Books needs more space with a separate/special elevator to take users there (consultants later learned such an elevator is near completion, although it also services the third floor at the northwest corridor);
- Foundation is currently putting together a business plan for the Tearoom; and
- In general, Mr. Margolis was favorably disposed toward the proposed space plan.

Initial Presentation, 10:00 a.m. Thursday, August 27, 1998

The initial presentation was given to the department heads of the General and Research Library.

Recorded comments follow:

- The Johnson concourse level could be used for exhibit space;
- There is a need for a “mini” book check out in the McKim;
- It is important to get “library” on the ground floor of the McKim;
- The Access Center should be on the ground to be more easily reached by anyone with disabilities, since it relies on technology it might also want to be near the proposed Information Common: for staffing purposes; and
- A staff room located only in the Johnson would prevent staff working in McKim from being “able” to use it for short breaks because it is so far away.

Workshop #1, 2:00 p.m., Thursday, August 27, 1998, General Library

Attending:

Cindy Phillips - CLSO

Adeline R. Corrado - CLSO

Chrislene Peterson - CLSO

Lesley C. Loke - Assistant Director for CLS

Ellen Graf - Special Projects

Paul Hayes - Children's Room

June Erselalrs - General Library

Franklin Hummel - Circulation and Shelving

Kathleen B. Hegarty - Staff Officer, Special Programs

Steve Olson - Administrative Services

Fran Majlsky - Administrative Services

Dean Mather Cook - R & I

Recorded comments:

- It was noted the plan to put certain administrative offices in the Stack 6 area of McKim may not be viable because of the diminished public access to those spaces for complaints or other needs which they might have;
- Splitting Circulation Services will cause a staffing problem, specifically with regard to supervision;
- There are some areas in the general collection which have been segregated intentionally, such organizational divisions should remain;
- Access Services should be distributed throughout the building so every area is made accessible to disabled patrons, including accommodating any wheelchair equipment or Seeing Eye dog companionship;
- There was concern the Mezzanine would not be a viable exhibit area for the general collection (the Great Hall might better serve that purpose);
- Exhibit space would be used for openings and there was concern the Mezzanine area could not accommodate such functions;

- Children's Services and Young Adults could be moved to the Concourse, but in response to this it was noted locating Children's Services anywhere other than the street level might be problematic for parents with strollers and for the very young children to navigate stairs;
- The General Circulation Collection should be about 300,000 volumes, including their "special collections" e.g. Career and Jobs, Literacy, etc., (this would also include World Languages);
- There is currently an acoustical problem having Children's Services on the street level;
- Audio/Visual needs both a large work area and a public area; and
- A dumbwaiter or service elevator for booktrucks only in the General Library would be helpful.

Workshop #2, 3:00 p.m., Thursday, August 27, 1998, Humanities and Social Sciences

Attending:

Joseph Fullum - Humanities

Kerry Cronin - Humanities

Bill Grealish - Humanities (Curator)

Patricia Geeley - Social Sciences

Mary Frances Green - Social Sciences

Recorded comments:

- The Research Library badly needs to be included in any initiative on technology, the subject specialists should have training and equipment;
- Government Documents and Science could move to the ground floor of the McKim Building along the Dartmouth side;
- There was concern expressed about how much of the research collection would be displaced by the creation of an administrative "wing" on the south side of the McKim Building;
- It was noted the old card catalog (which remains in non-electronic form) was weeded down to be able to fit in either the Elliot or Card Catalog room;
- The technology must be in place for off-site services to function well;
- There should be an attempt to digitize as much of the research collection as possible where original material is not crucial to the quality of the research being performed;
- Getting the entire collection on-line is first priority;
- It was noted Government Documents is a technologically demanding collection; and
- There should be no more office space than needed (with some plan for growth) with details to be worked out in during Programming, then finalized during the Conceptual Plan work.

Workshop #3, 4:00 p.m., Thursday, August 27, 1998, Government Documents and Science

Attending:

Marilyn McLean - Science
Debbie Leine - Gov't Docs
Sam Jones - Gov't Docs
Harry Blaisdell - Gov't Docs
Beckey Anders - Gov't Docs
Uma Murthy - Science
Jim Merrick - Science
Megan Fleming - Gov't Docs
Frank Coronity - Gov't Docs
David Petersenfe - Science

Recorded comments:

- These materials (Government Documents and Science) are non-circulating, there were serious concerns of security with regard to how people would treat the materials if they were located in Johnson (where people are used to being able to check-out materials);
- Government Documents expressed it needed to be near Microtext;
- Government Documents and Science could be moved to the ground floor of McKim and any replaceable segments of their collection could remain in the basement of McKim; and
- It was expressed that museum exhibits and café functions should not be given space that can accommodate books.

Workshop #4, 9:00 a.m., Friday, August 28, 1998, Prints, Music, Fine Arts, and Telephone Reference

Attending:

Diane Ota - Music
Sinclair Hitchings - Print Department
Kenneth Carlson - Fine Arts
Kim Tenney - Fine Arts
Evelyn Lannon - Fine Arts
Kathleen Maszaros - Telephone Reference
Martha Pardee-King - Telephone Reference

Recorded comments:

- Fine Arts is one of the least able departments to move to Johnson, it should remain close by Prints;
- Re-name Fine Arts the "Art and Architecture Dept.," located adjacent to Print Dept.;
- No need to be near Music ("Performing Arts Dept.");

- Fine Arts and Music could be separated, Music could be in Johnson (without Fine Arts);
- The administration of departments should remain close with their collections;
- Prints should have a gallery, it was noted the Wiggin Gallery was established in the founding of the Prints department;
- Special Collections needs more space and could use its own reading room;
- The Jordan Collection, a children's book collection from around the world of approximately 177,000 volumes (maybe more), is located off-site, currently only parts of the collection are used (for special exhibits);
- The suggestion was made there could be created a distinctive department containing Music, Dance, and other performing arts, and this could be located on the third floor of Johnson;
- It was noted one of the problems for people who enter the library is they are being forced—right then—to know if they are looking to find a book to take home (general collection) or use in the library (research collection);
- There was a concern a staff lounge and food stuffs should not be located near any collection, specifically referring to the placement of the Music collection on the third floor of the Johnson Building along with a new Staff Lounge;
- It was noted the library has a long-standing commitment to children but does not act on this as much as it should;
- If Music was moved to the third floor of Johnson it could have remote access for users to the Sound Archives in the Johnson basement;
- Both size and weight of the Sound Archive might preclude it being brought up from the basement;
- 16mm film collection could be located to the Remote Storage, and the Remote Storage should have a public access element to it;
- Telephone Reference service could be located anywhere in the building, perhaps even off-site, however, it was also noted currently Telephone Reference staffs the information desks on the street level of Johnson
- One idea was to integrate Telephone Reference into the Information Common and utilize telephone headsets, staff would be near the electronic resources they are using to respond to telephone requests, as well as being able to assist patrons using the reference area of the IC;
- It was noted Special Collections, and others, require more exhibit space, and it was expressed the library should also fulfill an exhibition/museum roll;
- If Music was to move it was noted it must take two rooms with it; the Koussevitzky Room and the Piston Room as they were given as gifts and must remain close to the department as they are currently configured;
- It was noted Music is now user UN-friendly for patrons needing to use its technology;
- It was noted that spaces in the Johnson Building would be simpler to renovate for sound stations than spaces in the McKim Building, which have higher ceilings;

- Initially, when given task of prioritizing between a technology initiative and a processing initiative, there was sentiment that processing was more important (especially from the Prints Department). However, as the issue was discussed

further, it was agreed that any processing initiative would benefit from the tools provided by a technology initiative.

Workshop #5, 10:00 a.m., Friday, August 28, 1998, Rare Books, Gifts, Special Collections, Telephone Reference, and Music

Attending:

Roberta Zonghi - Rare Books

Mary Beth Dunhouse - Research Library Services

Melinda Scalon - Telephone Reference

Roland Butterfield - Gifts

Jean Antoine - Telephone Reference

Stuart Walker - Rare Books

Charlotte Kolczynski - Music

Recorded comments:

- There appeared to be a general acceptance of the fact the Jordan Collection could not be moved into the central complex;
- Special Collections is currently using/sharing the Rare Books Reading Room for the viewing of its collection, it needs its own secure reading room;
- It was noted there is a relationship between three departments—Rare Books, Special Collections, and Prints;
- The majority of Special Collections is housed off-site;
- The question was raised as to how many volumes would Special Collections realistically like to have brought on-site;
- It was also noted a good portion of the collection are items stored in boxes;
- Special Collections currently uses the Cheverus Room for exhibit and display of its collection;
- It was suggested Special Collections could move into the fourth floor of the Johnson Building near Rare Books by renovating some of the closed research stacks now into an area to house and view Special Collections;
- This would enable the Collection to move from McKim where it is exposed to harmful sunlight and temperature swings;
- This move would create a new Rare Books/Special Collections area in a single location that would both satisfy the environmental and security needs of the collections;
- Work in this area might include some adjustment to the current Rare Books reading room in order to improve some obstructed views of the staff monitor;
- Closed circuit security cameras should be installed to assist in the monitoring of rare book and special collections use;

- It was also suggested the Rare Books area of the fifth floor of Johnson be moved to the fourth floor, thereby consolidating the entire fourth floor as a Rare Books/Special Collections floor;
- It was noted this might be a waste of the investment already made into equipping the current fifth floor Rare Books area;
- It was noted Special Collections and Rare Books collections would suffer from being moved off-site because any increase in risk (such as transportation by vehicle) to the materials should be mitigated;
- The idea of moving them off-site was initiated by thoughts regarding the relatively low frequency of the use of the materials;
- It was noted there has recently been completed a new elevator which stops at Rare Books; and
- The discussion re moving Gifts off-site noted the Gifts work area should be close to Research Library stacks in order to allow them to perform condition comparisons and allow department heads to make selections; and Initial weeding of Gifts could be done off-site, weeding contaminated or undesirable elements, and a processing workroom could remain in the Central Library.

Workshop #6, 11:00 a.m., Friday, August 28, 1998, Periodicals, InterLibrary Loan, Telephone Reference, Microtext, and Catalog Information

Attending:

Sally Beecher - Telephone Reference
Shirley Lyons - Telephone Reference
Helen Bender - ILL and Catalog Reference
Susan Applegate - ILL and Catalog Reference
Dorothy Keller - ILL and Catalog Reference
Val Evans - ILL and Catalog Reference
Peter Remenhus - ILL
Joanne Bogart - ILL
Henry Scannell – Microtext

Recorded comments:

- It was noted while the location the proposed plan places InterLibrary Loan (ILL) was good, it would be better if they were moved to McKim Stack 3 where Graphics is currently being shown;
- Catalog Information offices (as opposed to its public services) should also be moved to this space with ILL, as ILL services catalog information;
- This would, however, seem to place the departments some distance from their collections.
- It was suggested a Genealogy Reference Room in the current Stack 4, Catalog Information or Elliot Room could be created. it would be highly used and a tremendous draw for people;
- A copy center is needed;

- There were previously issues with a staffed copy center where library personnel potentially would be asked to duplicate copyrighted materials;
- It was pointed out a self-service copy center would avoid this problem;
- The idea was forwarded that perhaps some of the current Research Library office space, adjacent to the Abby Room and below the book delivery, could be transformed into a copy center; and
- Abby Room might serve such a purpose, however it is currently often used for public events and the location of large copy machines there may conflict with that function.

Workshop #7, 12:00 noon Friday, August 28, 1998, Library Administration, Technical Services, Processing, Physical Plant, Security, Data Processing, Graphics, and Regional Services

Attending:

Cindy Phillips - CLSO
Rick Zonghi - Graphics Department
George Hulme - Shipping and Receiving
Kathleene Hegarty - CLSO
Ruth Kowal - Regional Services Office
Katherine Dibble - Research Library Office
Joe Raker - Technical Services
Donna McBride - Acquisitions
Doreen Roderick - Book Receipts/Materials Handling
Veronica Rock - Human Resources
Nicole Hypolite - Human Resources
Rob Case - Human Resources
Frank Altieri - Systems
Gunnar Rutkovskis - Research Library Office
Paul Rossetti - Inspection and Information Services

Recorded comments:

- It was suggested the Popular Library could have a separate entrance that would allow it to be opened later in the evening;
- Technical Services voiced concern about the notion of them being moved off-site based on the previous problems encountered when such an arrangement was tried, among the difficulties encountered was the sending of materials back and forth between the off-site technical processing facility and the Central Library were, the negative effect on communication, and the inability to do rush processing and quickly go to the stacks to address and cataloging problems;
- Moving Technical Services would be a problem because of the risk of floor damage;
- It was pointed out Technical Services handles the receiving and sorting for all the branch libraries;

- It was suggested the Concourse Level in Johnson could be used for Technical Services, along with Circulation Services, thus moving Technical Services closer to the Loading Dock and freight elevator;
- Moving Technical Services to this location brought up the issue of the department's layout in need of being made more efficient, and if this was done it might fit into the space on the Concourse;
- It was noted Conference Room space is important and there is a need for more;
- One of the concerns voiced about the proposed location for the Staff Lounge was putting people in a space with windows who will only be occupying the area for short periods of time each day, the space might be better used for people who would occupy it for the majority of the day;
- It was also noted staff need a good break room, a change of pace from the rest of their day
- Security in the library has been a problem for a long time;
- Closed Circuit TV with color monitor and full motion cameras in both buildings;
- The library has been reluctant to install any technological security infrastructure out of concern it would deliver an imposing, or menacing, message to patrons;
- In studies done to examine potential security upgrades it was recommended thirty-six cameras be installed;
- Human Resources made the suggestion that applications for employment be handed at the Information Desks in the lobby, making it unnecessary for people to have to go to the administration floor;
- It was noted Gifts could move off-site and department heads could easily pick a day every so often and make their selections, this is the way the branch libraries currently make their selections from Gifts;
- It was noted there should be an adequate amount of snow blowing and other maintenance equipment kept in the central complex so it would not have to be brought in from off-site to deal with storms, or other emergencies;
- A full service Copy Center, perhaps an outside vendor, the potential location of the Elliott Room of McKim was suggested;
- The concept of dividing the buildings by subject, a humanities building and a science/technology building, instead of by library type, general library and research library, was well received and;
- With regard to the previously stated need to have Government Documents and Microtext close to one another, it was noted that if Government Documents was to move it could pull out relevant materials from Microtext to bring with them.
- There were many points raised about moving the Systems Department. One concern about moving them off-site was the need for MIS assistance in the library to help with both the internal computer systems used by staff and the computers which are available for patron use. This fact will be doubly true as the technology initiative introduces an increased amount of IT items into the library, such as the Information Common. The other major concern was the loss of the investment in the special HVAC and wiring needed for the computers that has already been made in the current systems rooms, and concurrently the costs of re-creating these

conditions should they move. A relocation of the Systems Department should not be undertaken until have a Technology Plan has been prepared and a determination as to what is needed for the long-term. When the technology vs. processing initiative was introduced the general sentiment placed "the greater priority" on the technology initiative. With regards to the processing initiative, it was suggested "high priority" items would be processed on-site and "low priority" and backlog processing could be handled off-site. It was suggested materials could be kept off-site to be processed and remain off-site until there was the ability to incorporate them into the collection, this would reduce the amount of "squirreling" away of backlog material, and help to prevent the library from warehousing books.

Wrap-Up Meeting with Bernard Margolis, President, Boston Public Library, Andy Hudak, Deputy Director, DND, City of Boston, and Erin Hester, Senior Project Manager, DND, City of Boston, 4:00 p.m., Friday, August 28, 1998

Recorded comments:

- Mr. Margolis mentioned it would be nice to put street trees in along Boylston Street;
- ✓ • It was generally agreed the Tea Room was too small and would benefit greatly from incorporating the room adjacent to it, now indicated to be an "Information Room" on the current library plans, this would not only make it larger but would also provide for an internal entrance to the space;
- ✓ • Mr. Margolis encouraged the consultants to consider the possibility of dividing Microtext room on the street level of McKim into two or more spaces in order to accommodate for some exhibit space and other functions;
- Mr. Margolis mentioned he would like to see a large scale hanging piece in the Great Hall of Johnson;
- Mr. Margolis also discussed the possibility of a donor interested in a large Map Room gift, the library now has $\frac{3}{4}$ of a million maps in various forms and locations, many of great value;
- Tutoring and Group Study Rooms should be on the Concourse where AV is now, to take advantage of the already existing alcoves;
- A "Periodicals Reading Room" was suggested to be in McKim in the space the consultants had originally proposed to be a gathering place for tours (street level of McKim);
- It was suggested the Boston Room in Johnson would make a better Gift Shop than the space identified in McKim, such a space could allow direct access from the street and could also be open later hours as needed; and
- Mr. Margolis further noted the consultants should use the study to uncover the best solutions for the library and then worry about the money.

C. September Workshops

1. Description of Schemes

The second scheme the Study Team brought to the library in September reflected consideration of the many discussions and comments from the first workshop.

A significant adjustment from the first scheme was the Government Documents and the Science Departments from their location in the flooded basement of the McKim. Several locations were discussed for these departments on the ground floor of McKim, and the third floor of Johnson.

For the functions previously discussed as potentially moving off-site, this second scheme reflected some presence remaining for all of them in the central complex. The Technical Services Department was placed on the concourse level of the Johnson Building, while the Gifts Department maintained a smaller presence near its current location the basement of that building. Some of the bulkier aspects of the Gifts and Building Storage functions, as well as infrequently used Special Collections could move off-site. A satellite reading area for Special Collections was also suggested. Due to the investment made in the various wiring and cooling equipment, the Computer Services Department will remain in its current space on the third floor of the Johnson.

2. Workshop Discussion and Minuets

Initial Meeting with Bernard Magolis, September 17, 1998, 9:00 AM

- Mr.Margolis expressed his approval of moving Government Documents from the basement of the McKim. He noted that the current plans might not show enough space for Technical Services (on the concourse level of the Johnson).
- He also pointed out that in Boston, the preferred use of the word “Commons” is “Common”, and that the plans should reflect this.
- The conversation turned to the Circulating Collection as shown in our proposed plans. Mr.Waters suggested that a collection base of 400,000 to 450,000 books should generate around a 1,000,000 to 1,500,000 books in circulation a year.
- Mr.Margolis informed the Study Team that there was a strong possibility of a 6 million-dollar “gift” for the establishment of a map room on the Special Libraries Floor of the McKim Building. Included with the financial gift would be a collection of American maps.
- The initial reaction to the above was that Music would have to return to its original location, sharing the same space as Fine Arts (this issue re-visited in subsequent workshops).

- Mr. Margolis expressed interest in the general idea of using the Master Plan as an opportunity to re-evaluate the current names of departments and make needed adjustments. He expressed a name change from Music to Music and Performing Arts, as well as Fine Arts becoming Arts and Architecture would be favorable.

Workshop #1, 11:00 AM, September 17, 1998, Circulation, AV, Young Adult & Children's

Attending:

Franklin Hummel – Circulation
Nancy R. Browne – Catalog Information
Dawn Cock – Reader Services
Margaret Philliber – GLAD
Catherine Clancy – Young Adults
Cindy Phillips – Circulating Library Services
Nancy Hurxthal – Children's

Recorded Comments:

- It was noted the Current Periodical Reading Room suggested by the Study Team for the northeast corner of the McKim Building was redundant to the “newly specified” space in the SBRA plans for the Periodicals department.
- A suggestion was made that perhaps Periodicals and Newspapers could be put into a single unit.
- The comment was made that the Children's Services desk as shown would not work as well as one placed near a wall surface. Children need architecture to help them cue, as they do not do it naturally.
- There was a concern noted that the café proposed for the Johnson Popular Library might compete with the Tearoom.
- It was noted that the ceiling lighting in the Johnson Building is currently very poor.
- It was suggested the proposed location of Popular Library A/V be switched with the proposed location of the Literacy Center on the ground floor of Johnson.

Workshop #2, 1:00 PM, September 17, 1998, Administration, Technical Services, Physical Plant

Attending:

Doreen Roderick – Technical Services
Joan Elder – Development / Tour Coordinator

Recorded Comments:

- Support for the notion of using the southeast ground floor room of the McKim Building for exhibit and public space was voiced.

- It was also expressed that the previously intended location of the Bookstore in the McKim Building was too small and the team's suggestion of using the Boston Room for that purpose would work better.
- Taking into consideration the possible redundancy of the proposed Current Periodicals Reading Room, the point was made that if the NE room could be used for exhibit and public space than the SE room could be used to house a collection.
- The adjacency between Technical Services and Circulation Services could work well, especially if appropriate shared services were created.
- The volunteer office, which often gives tours and provides service for tourists "visiting the library", could be housed in the proposed Orientation and Exhibit space on the McKim ground floor.
- It was expressed there could never be too many exhibits for the public to see and it was advantages for the BPL to establish, maintain, and staff them.
- According to the library, there are 3 million visitors a year.
- It was noted that the Foundation Office is not located in the Central Complex and there are no plans to move them at this time.

Workshop #3, 2:00 PM, September 17, 1998, Humanities and Social Sciences

Attending:

Peter Remenchus – ILL Catalog Information
Jean Antoine – Telephone Reference
June Eisenstein – General Library Supervisor
Scot Allyn – Humanities
Edward Fenniger – Music/Sound Archives
Kim Tenney – Fine Arts
Scot Cornwall – Book Delivery
Mary F. O'Brien – Social Sciences

Recorded comments:

- The question was raised as to who would use the proposed video/teleconferencing space.
- It was suggested there be a computer facility, which would be for application use such as word processing.
- It was noted that the new Rare Books and Special Collections space might affect the displacement of some RL stacks off-site.
- It was noted that the Children's Services space should have child sized restroom facilities.

- It was expressed that there was not a desire to circulate periodicals, or maintain open browsing stacks for them, due to the damage and/or theft that had been observed in the past.
- The library currently has approximately 15,000 periodical subscriptions.

Workshop #4, 3:00 PM, September 17, 1998, Science and Government Documents

Attending:

Betsy Anderson – Government Documents
Marilyn McLean – Science
Sam Jones – Government Documents
Gail Fithian – Government Documents
John Hooper – Government Documents
Marta Pardee King – Telephone Reference
Llyod Harris – Adult Services
Charlotte Kolczynski - Music

Recorded Comments:

- It was expressed that Science would strongly prefer to remain in the McKim Building.
- It was expressed that the research library functions should remain together in the McKim Building.
- It was noted that the Science collection will be approximately two-thirds as large as it was as a result of the flood.
- There was concern expressed that Government Documents would not fit in the southeast corner of the McKim.
- It was expressed that the book checkout function planned for the McKim entrance may be convenient, but also confusing for research library visitors who might expect to be able to check RL books out from the building.

Workshop #5, 4:00 PM, September 17, 1998, Print, Music and Fine Art

Attending:

Diane Ota – Music
Evelyn Lannon – Fine Arts
Mary Beth Dunhouse – Special Collections
Sinclair Hitchings – Prints
June Herschaft – Telephone Reference

Recorded Comments:

- The idea of changing the names of Music to Music and Performing Arts and the name of Fine Arts to Art and Architecture was well received.

- The notion of the Music and Fine Arts departments basically remaining as they are in response to a potential new Maps department in the north wing of the Special Libraries Floor was not well received.
- It was expressed that the Music Department would like to move to the third floor of the Johnson Building as proposed in the first round of workshops.
- It was noted that the listening rooms of the Music department must remain with the department.
- It was noted that there should be an area in the Prints Department closed to the public and named after Merriam for his large contribution to the department.
- It was noted that, depending on the nature of the potential Maps Department, architectural solutions might need to be developed in order to maintain the desired ability for the public to be able to walk through all the wings of the Special Library Floor.
- It was noted, in response to the notion of moving Special Collections off-site, that there was private money given for a Special Collections Reading Room in the Central Library.
- It was expressed that Fine Arts could not move out of the McKim because of the close relationship between the artistry of the building and the department. Fine Arts should also maintain its adjacency to Prints because of the closely related subjects and collection materials.
- The desire not to have an open current Periodicals area was reiterated.

It was in this workshop the idea was introduced for a high-end reproduction center which would accommodate large scale duplication and digitization that is required for the types of materials in the Fine Arts and Prints Collection. This new facility would be placed in the basement of the McKim Building with proper precautions made for the protection of both the equipment and collection that would be there for duplication.

Workshop #6, 9:00 AM, September 18, 1998, Rare Books, Special Collections and Gifts

Attendees:

Cecile W. Gardner – Fine Arts

Kenneth Carlson – Fine Arts

Recorded Comments:

- It was suggested that the reference materials for the various departments on the Special Libraries Floor could be housed in their respective mezzanine balconies.

- Support was expressed for the high-end reproduction center based on a long-standing desire to digitize the contents of the Fine Arts and Print collections. Currently, it takes a great deal of time and energy for personnel from the library to walk four blocks away to get large scale or color material reproduced. There is currently no charge for this service to the patron beyond the cost of the duplications.

Notes from the Workshop #7, 10:00 PM, September 18, 1998, Periodicals, Newspapers, Inter-Library Loan, Microtext

Attendees:

Donna McBride – Technical Services/Acquisitions
Louise Tilton – Book Delivery
Charles Longley – Microtext
Teresa Rourke – Newspaper
Dorothy Keller – ILL/Catalog Information
Pat Chen – Technical Services/Acquisition
Joe Raker – Technical Services

Recorded comments:

- It was noted the Technical Services Department suffers from a great deal of theft.
- It was explained that the current Periodicals are now located in Stack 4 (closed) and are serviced by Book Delivery. They have only been keeping the last five years of material and shipping everything else off-site to the Norwood facility.
- Microtext expressed while it wants to have its film collections on-site, it does not have to be close to its department.
- It was also noted that the Cab Room might be used for storing microfilm.

Notes from the closing meeting with Bernard Margolis, 12:30 PM, September 18, 1998,

- The initial part of this meeting was spent discussing preparations for the upcoming October 9th meeting with the Trustees.
- The discussion continued noting that the grouping of the teams suggestions for the master plan work on the Science and Government Document areas, as well as the Maps, Prints, and Fine Arts Departments, could be packaged to work well with the pending work being done on the McKim renovation.
- It was suggested the new high-end duplication center in the basement of the McKim might also house some public use computers that would not necessarily be used for library related activities.

- It was suggested the proposed World Language collection for the Concourse level be moved on to the Ground Floor of Johnson in place of the Literacy Center (which would move to the Concourse).

III. PLANNING RECOMMENDATIONS

The following architectural, service, and technology recommendations are the key elements, which together comprise the Master Plan presented by the Study Team. For the most part, these recommendations have been derived from the series of workshops and discussions. They are intended to respond to the major initiatives, described previously, with the goals of improving the service of the Boston Public Library to the public, and turning it into a modern facility for the 21st Century.

What follows is a description of two general improvements, signage and modifications to the Boylston frontage, which are followed by floor plans that illustrate the new functional adjacencies proposed by the Master Plan, and a floor-by-floor description of the Master Plan recommendations.

A. Architectural and Planning

1. Signage

A single, unified, signage program, which would facilitate way finding throughout the central complex, should be developed. A single style and feel should be incorporated for both the interior, and exterior, of the Johnson and McKim Buildings. This would incorporate coordinated base maps, fonts, and styles for all signs and information pamphlets. On the exterior of the buildings it would include new identification signage features, as well as the potential of banners displaying specific Rare Book exhibits or similar events.

2. Boylston Frontage

It should be recognized that both buildings are architectural landmarks. The McKim Building represents some of the finest work of Charles Follen McKim and McKim, Mead and White. The Johnson Building stands as a prime example of Phillip Johnson's contribution to the "brutalist" aspect of the modern movement.

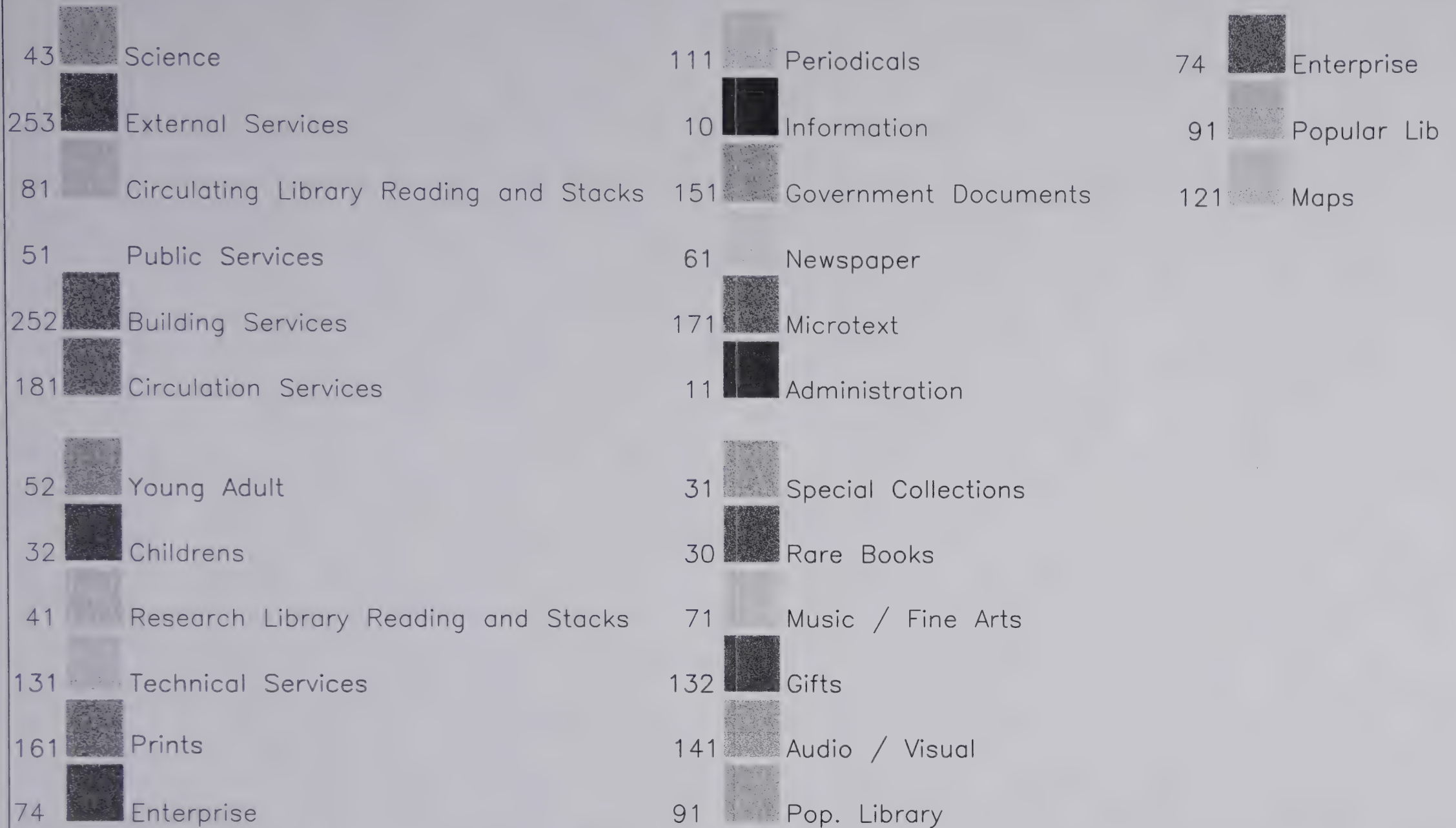
Changes to the appearance of either building must be made with the utmost care and consideration of their place in architectural history. At the same time, however, the success of their ability to function and serve the public in an appropriate way must be addressed.

After weighing these issues, it was determined that, while no significant changes to the McKim Building exterior were either appropriate or needed, some

modifications to the Johnson Building façade would help it to fulfill the vision being developed for the library.

First, the removal of the garden walls from the Boylston Street façade will markedly improve the general sense of the building as a welcoming place. By allowing people to view the activities going on inside the building the library will appear much more open to the public it serves. The introduction of a main entry vestibule and a canopy that will reach out, appropriately, past the stark towers of the façade will invite those on Boylston Street into the library and the new user-friendly lobby. Additional vestibules and canopies will be added in the bays on either side of the main doors in order to create a street entrance for the Library Store, and the Popular Library. Most importantly, a new lobby entrance vestibule will show distinct architectural cues for inviting information, book service and security desks, as well as providing clear visual access of the main vertical and horizontal building circulation. The new entrance will utilize modern environmental control systems, as well as accommodate full access for the disabled.

3. Plans



Boston Public Library Central Library Master Plan

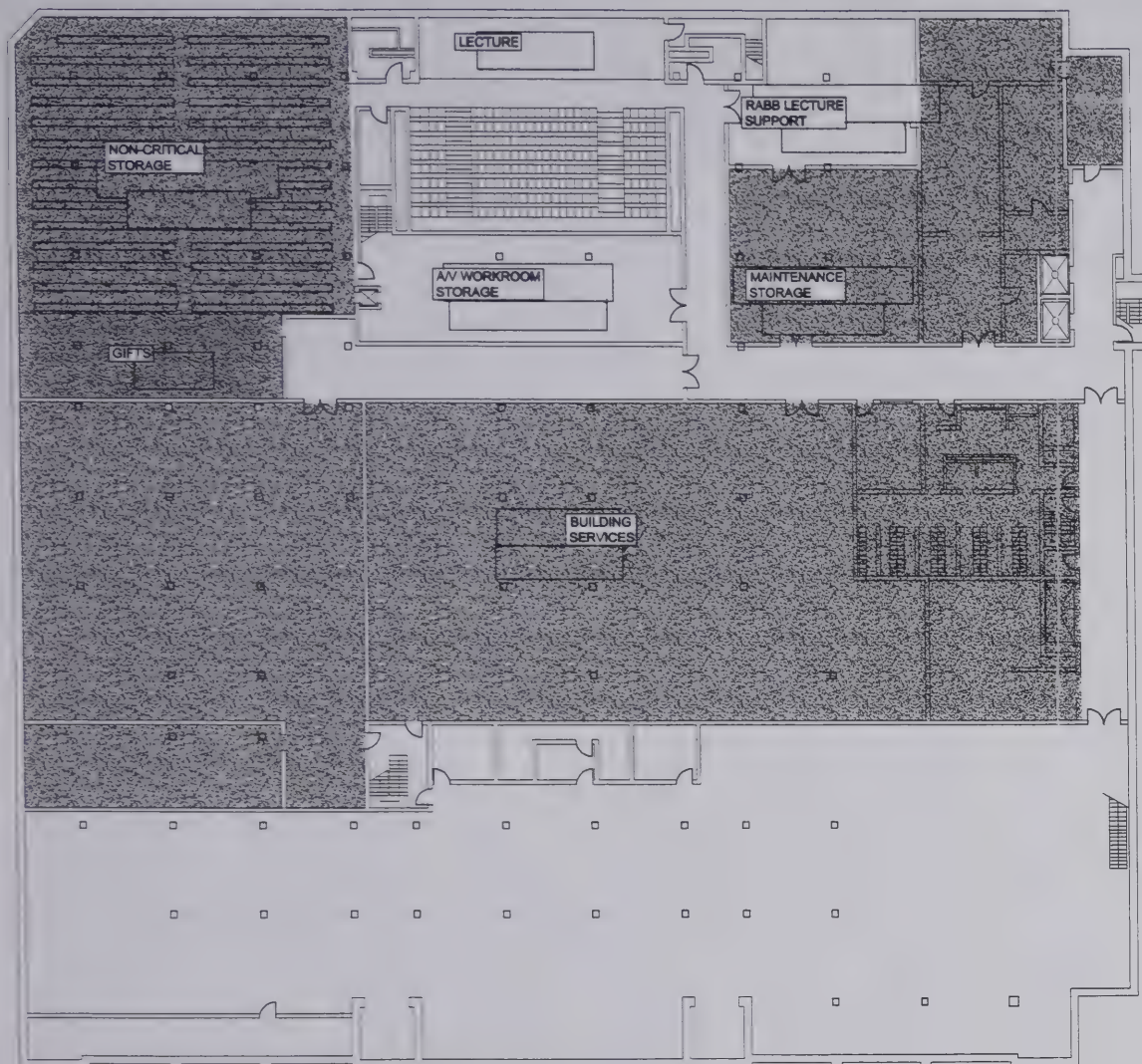
HUPA
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COLORKEY

Area Diagrams

0' 32' Date: 04/23/99

PROPOSED



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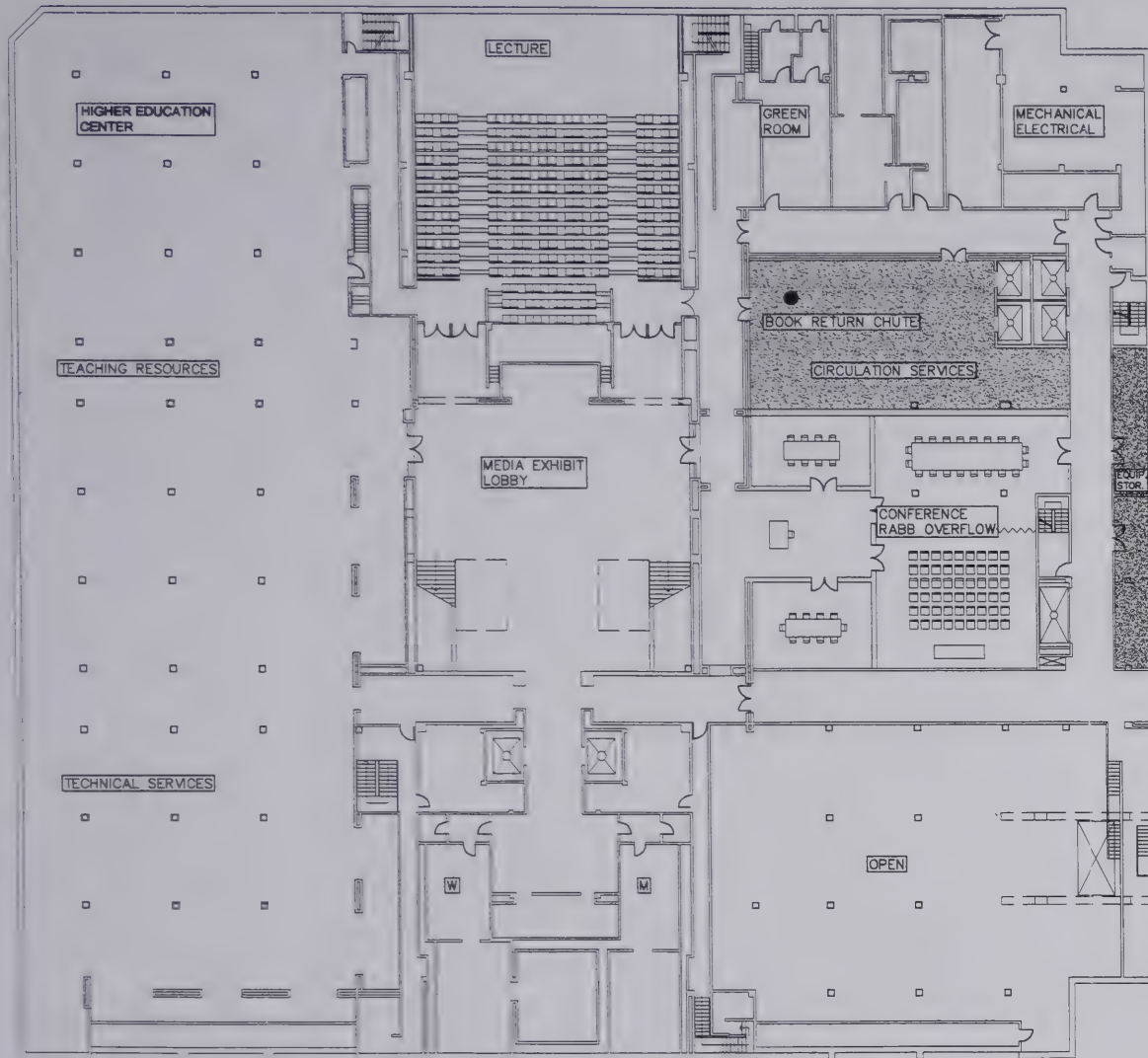
Johnson Basement Level

Area Diagrams

0' 32' Date: 04/23/99

PROPOSED

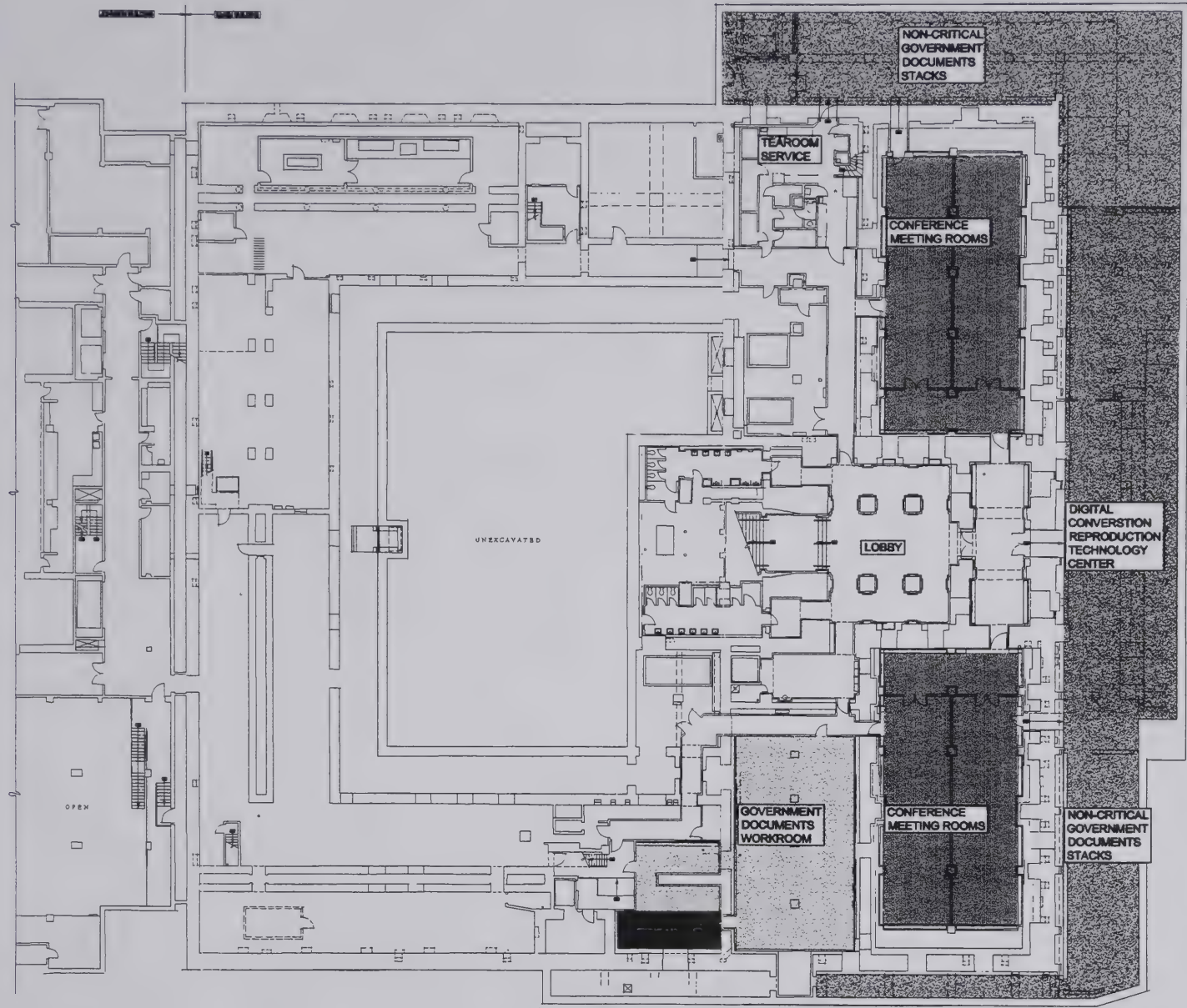
A-100



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Johnson Concourse Level	PROPOSED
Area Diagrams	A-101
0' 32'	Date: 04/23/99



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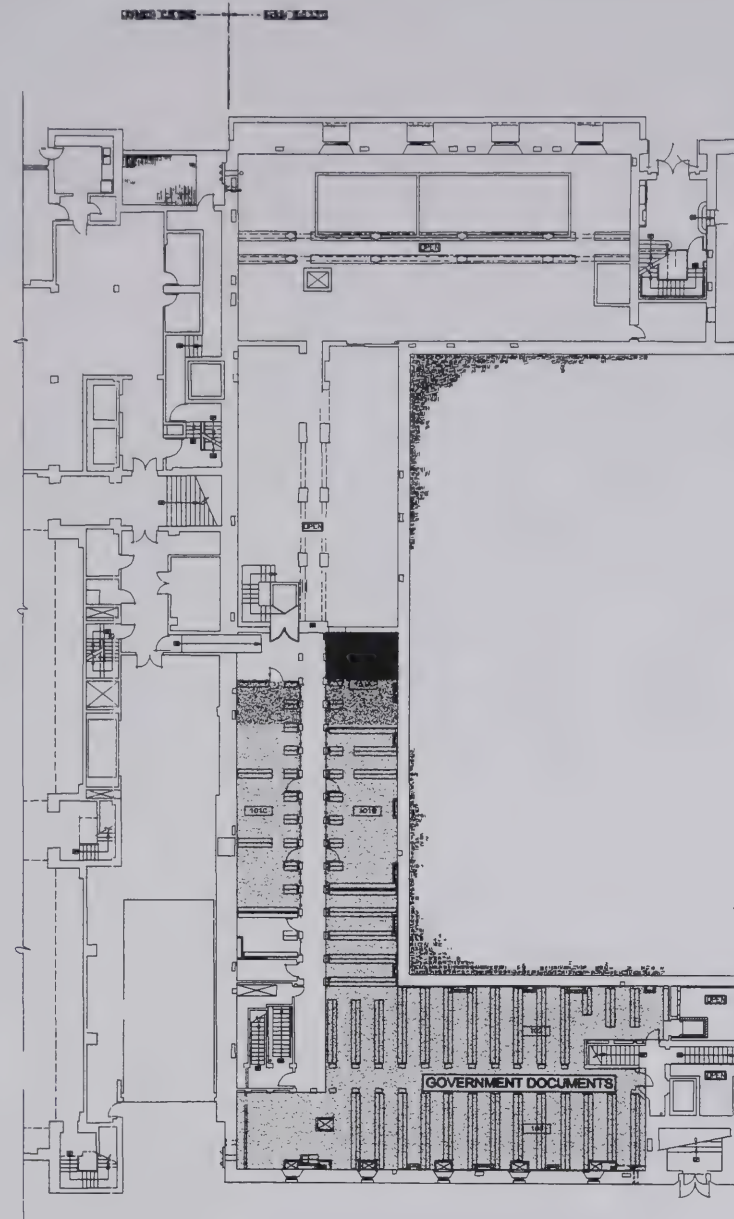
McKIM BASEMENT LEVEL

AREA DIAGRAM

0' 32' Date: 04/23/99

PROPOSED

A-102



Boston Public Library

Central Library Master Plan

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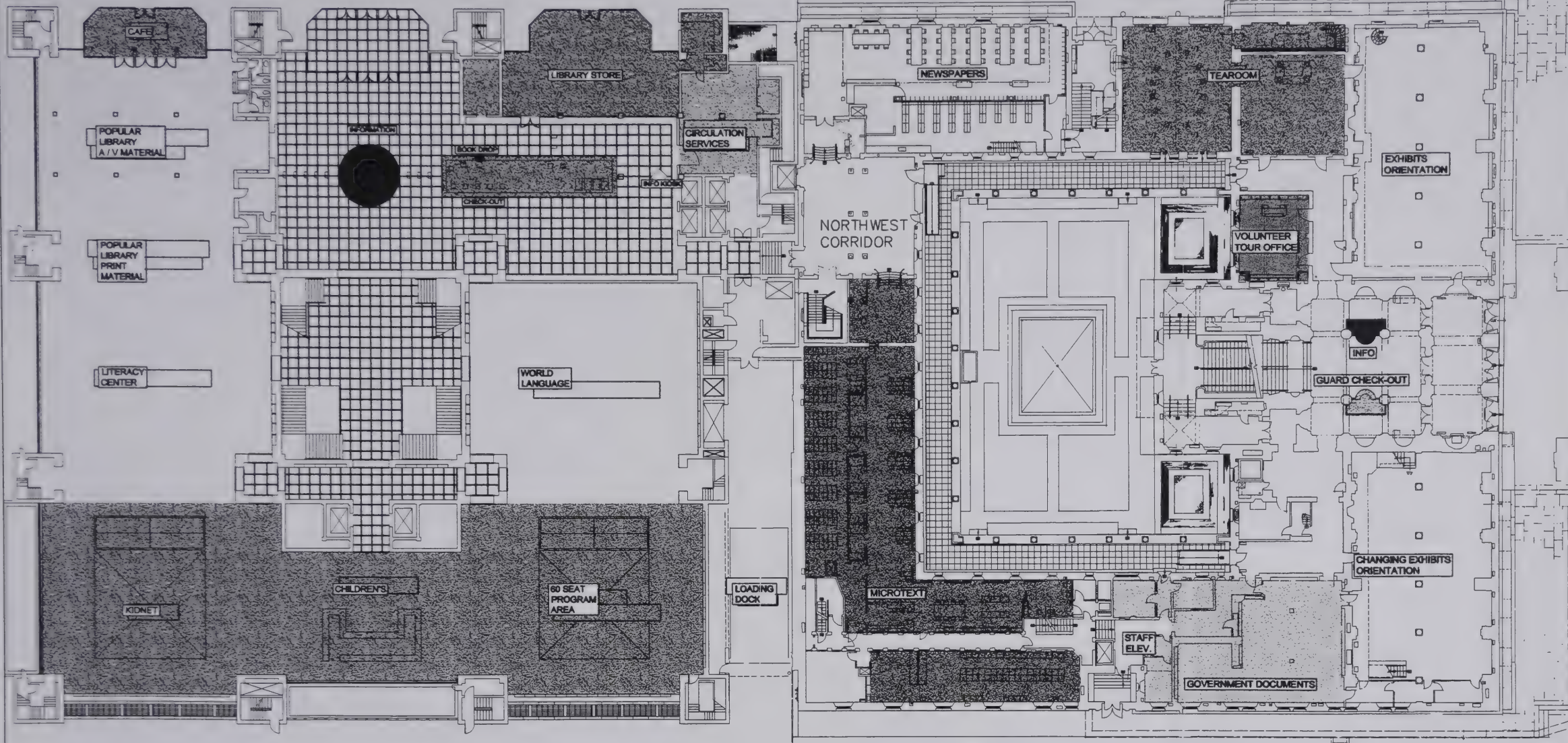
McKIM STACK 1

AREA DIAGRAM

0' 32' Date: 04/23/99

PROPOSED

A-103



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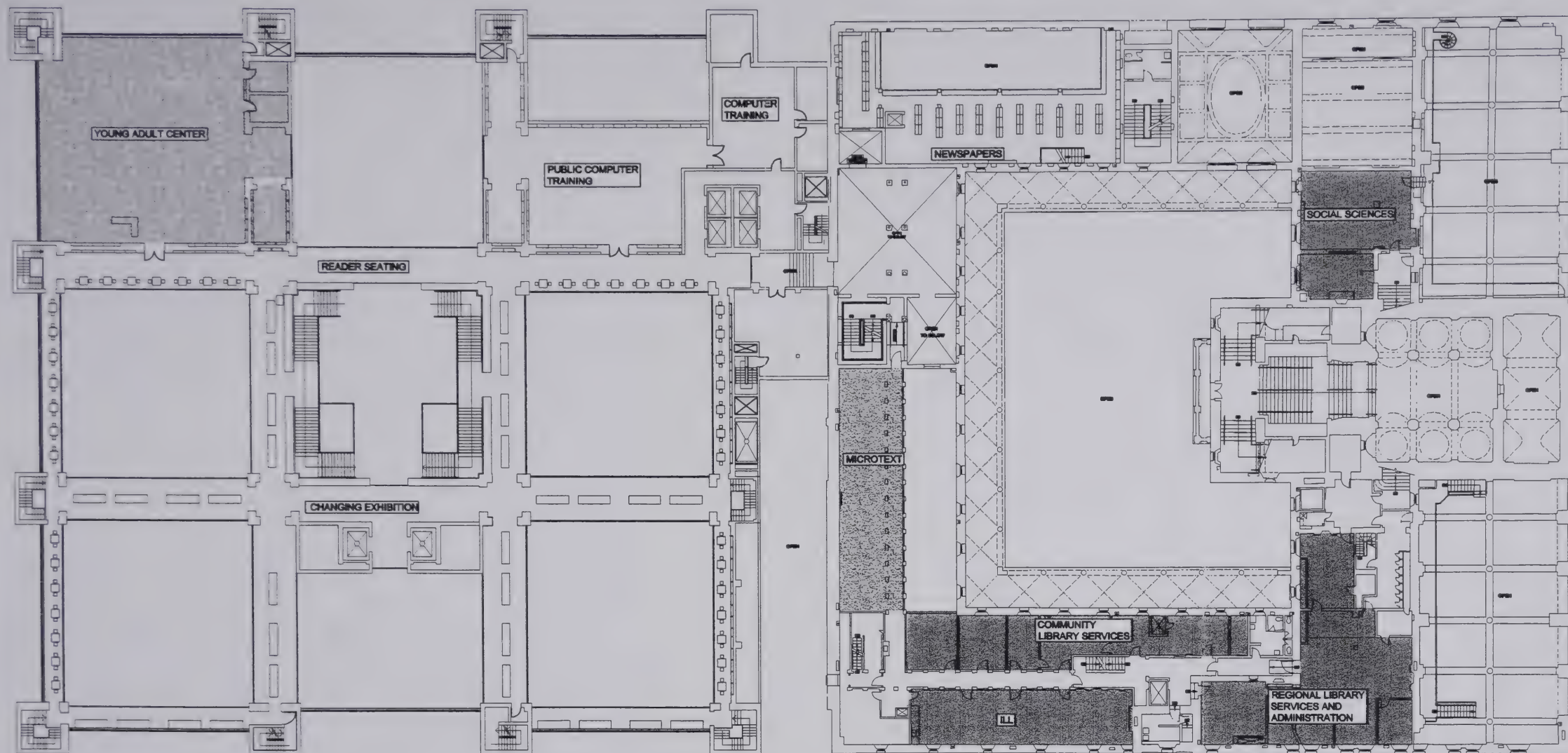
Johnson First Floor
McKim Ground Floor (Stack 2)

Floor Plans

0' 32' Date: 04/23/99

PROPOSED

A-104



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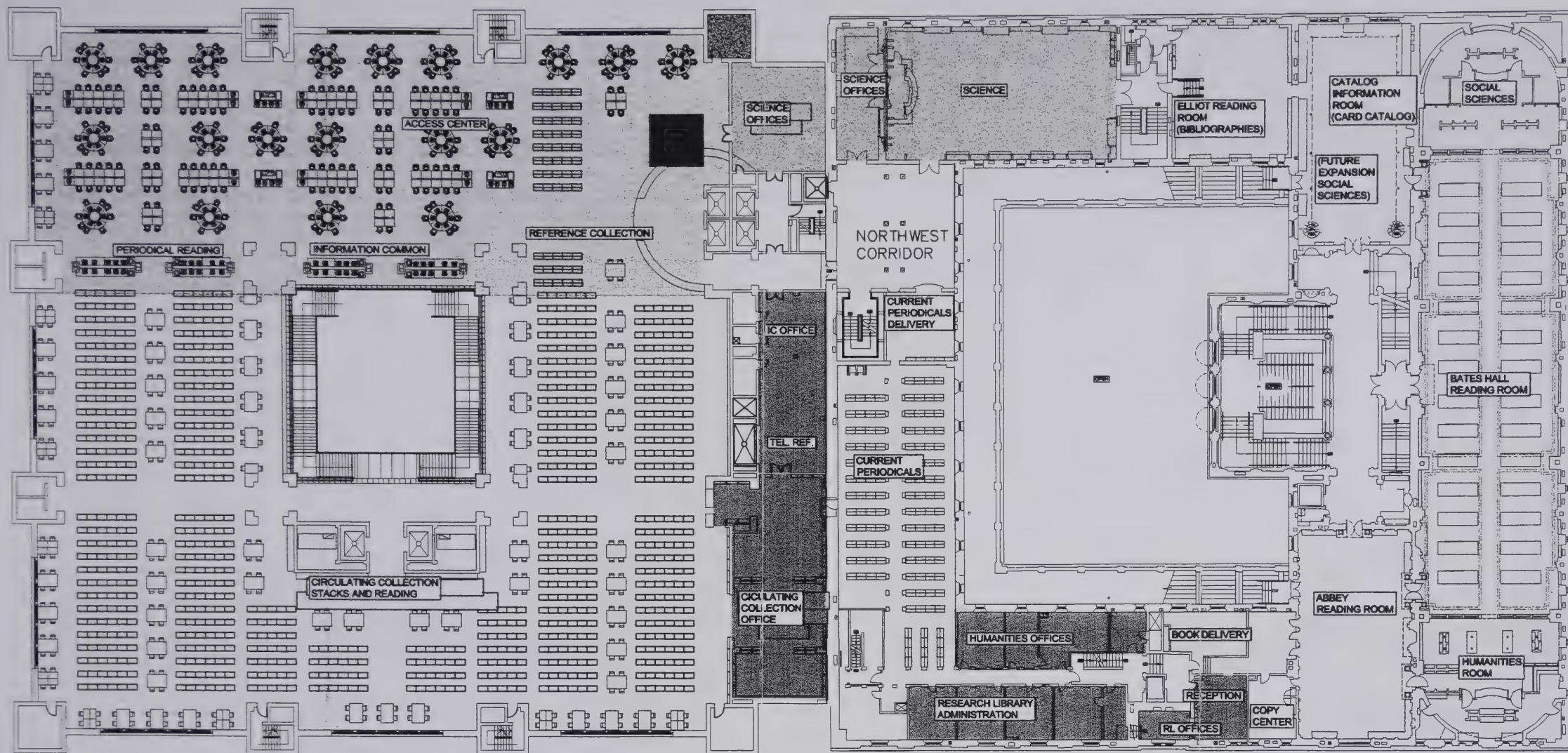
Johnson Mezzanine
McKim Stack 3

Area Diagrams

0' 32' Date: 04/23/99

PROPOSED

A-105



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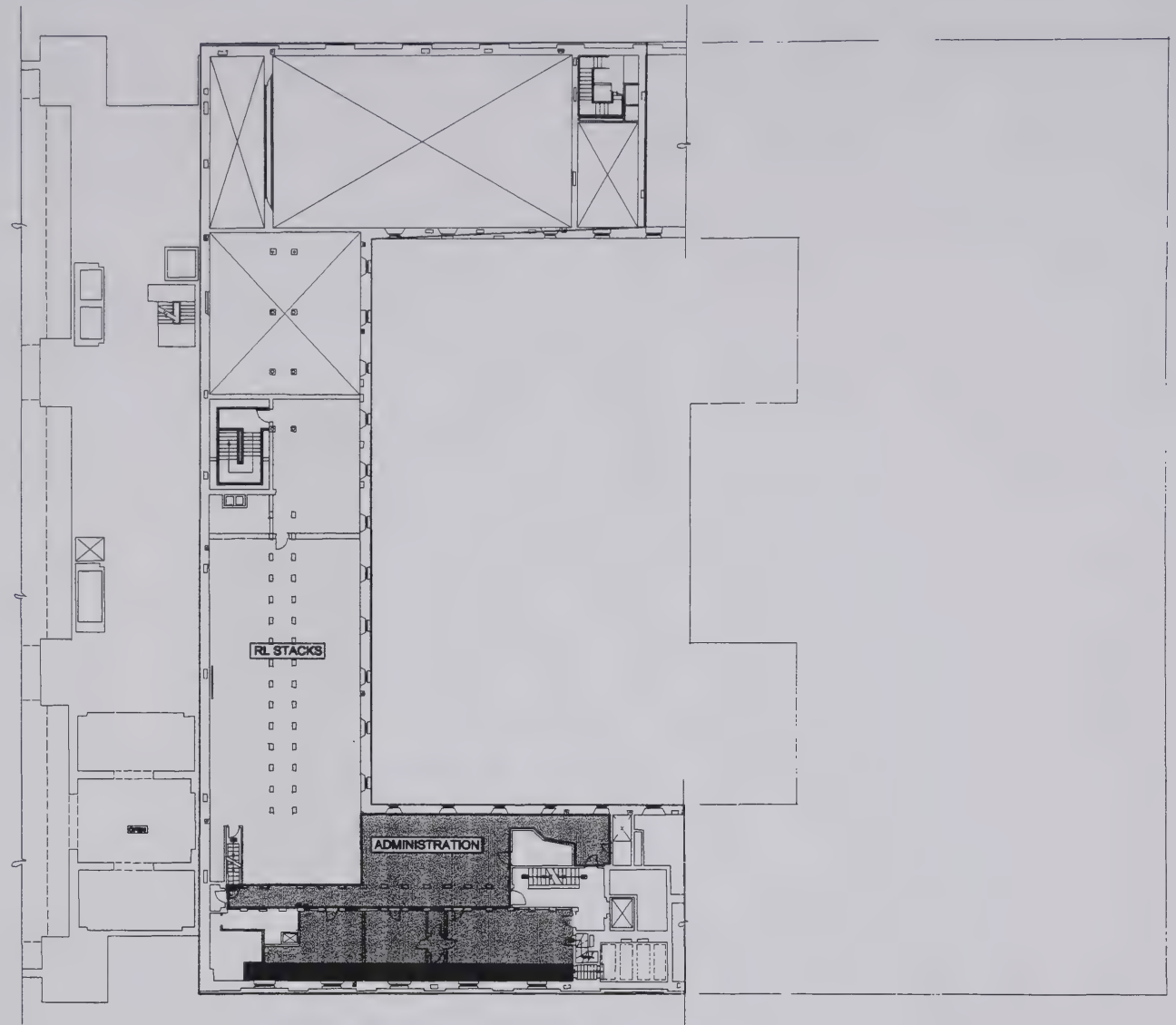
Johnson Second Floor
McKim Stack 4

Floor Plans

0' 32' Date: 04/23/99

PROPOSED

A-106



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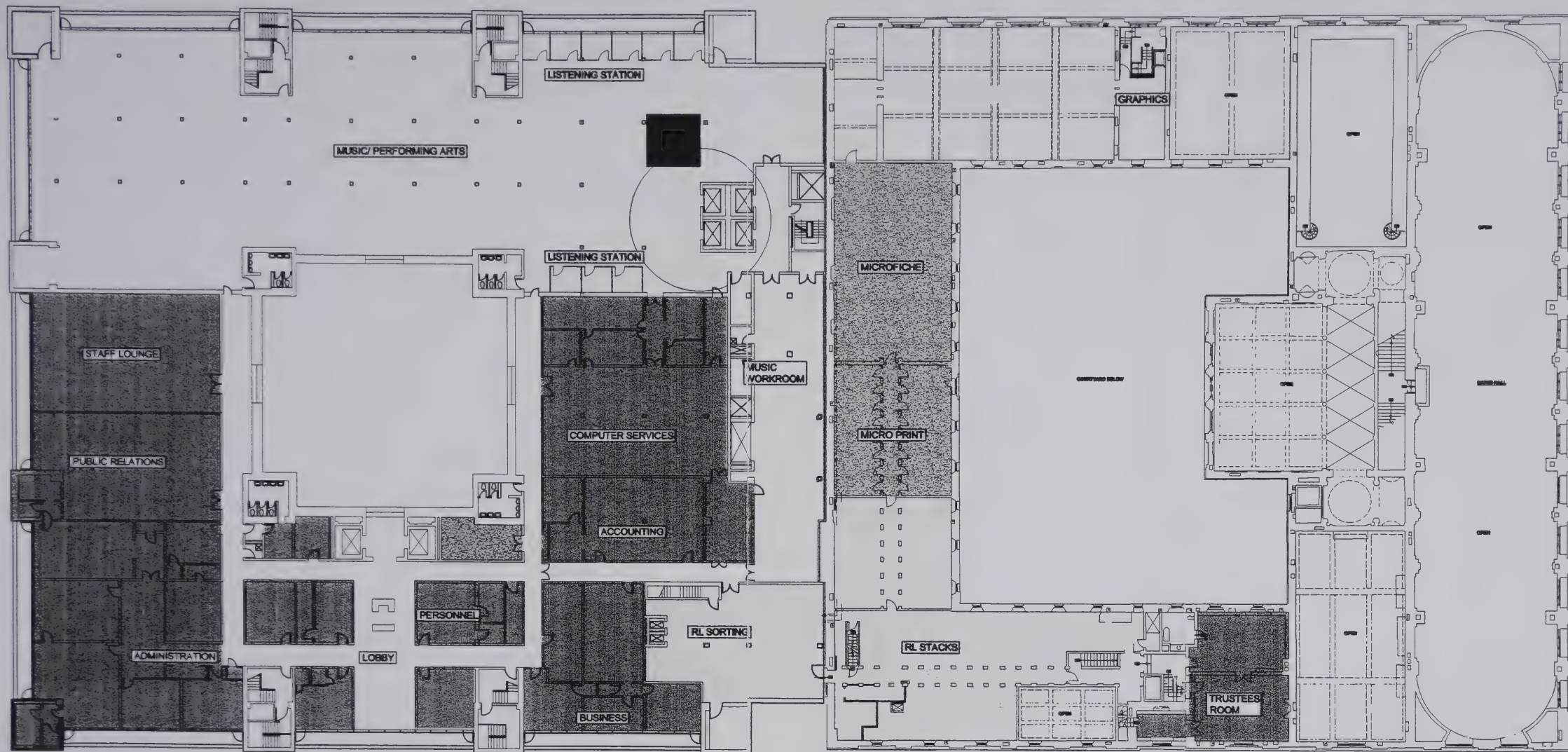
McKim Stack 5

Area Diagrams

0' 32' Date: 04/23/99

PROPOSED

A-107



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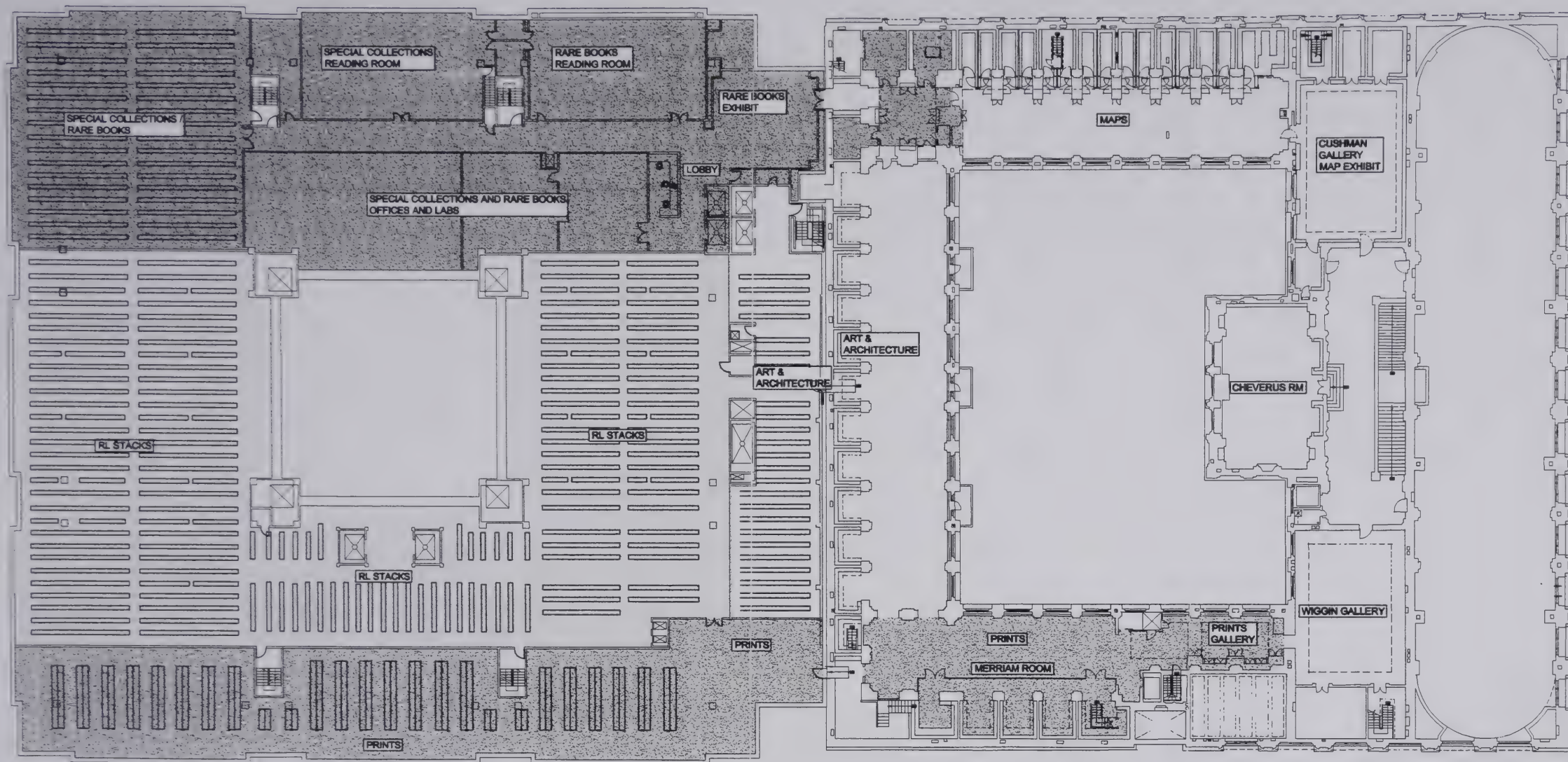
Johnson Third Floor
McKim Stack 6

Area Diagrams

0' 32' Date: 04/23/99

PROPOSED

A-108



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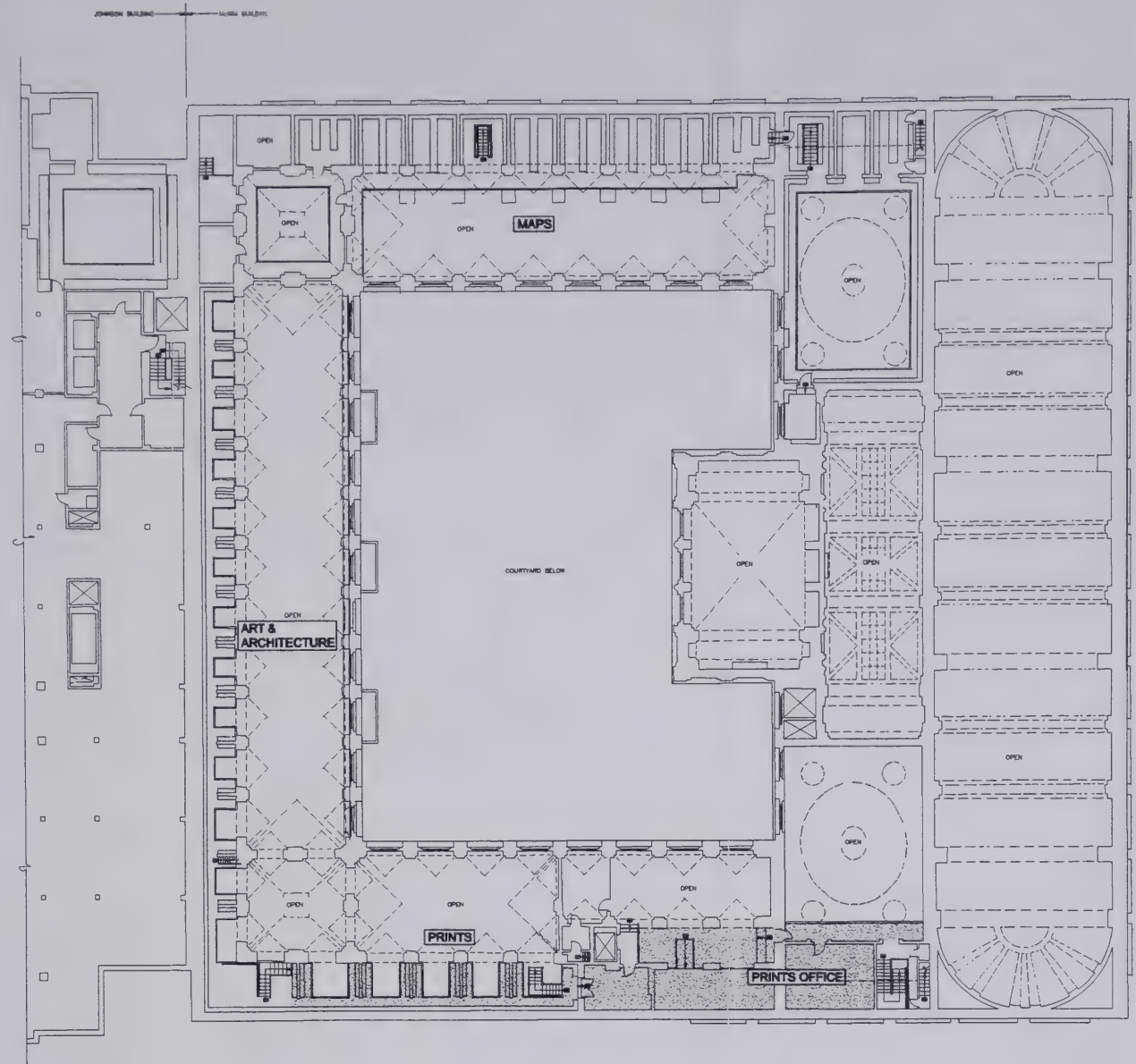
Johnson Fourth Floor
McKim Special Libraries Floor

Area Diagrams

0' 32' Date: 04/23/99

PROPOSED

A-109



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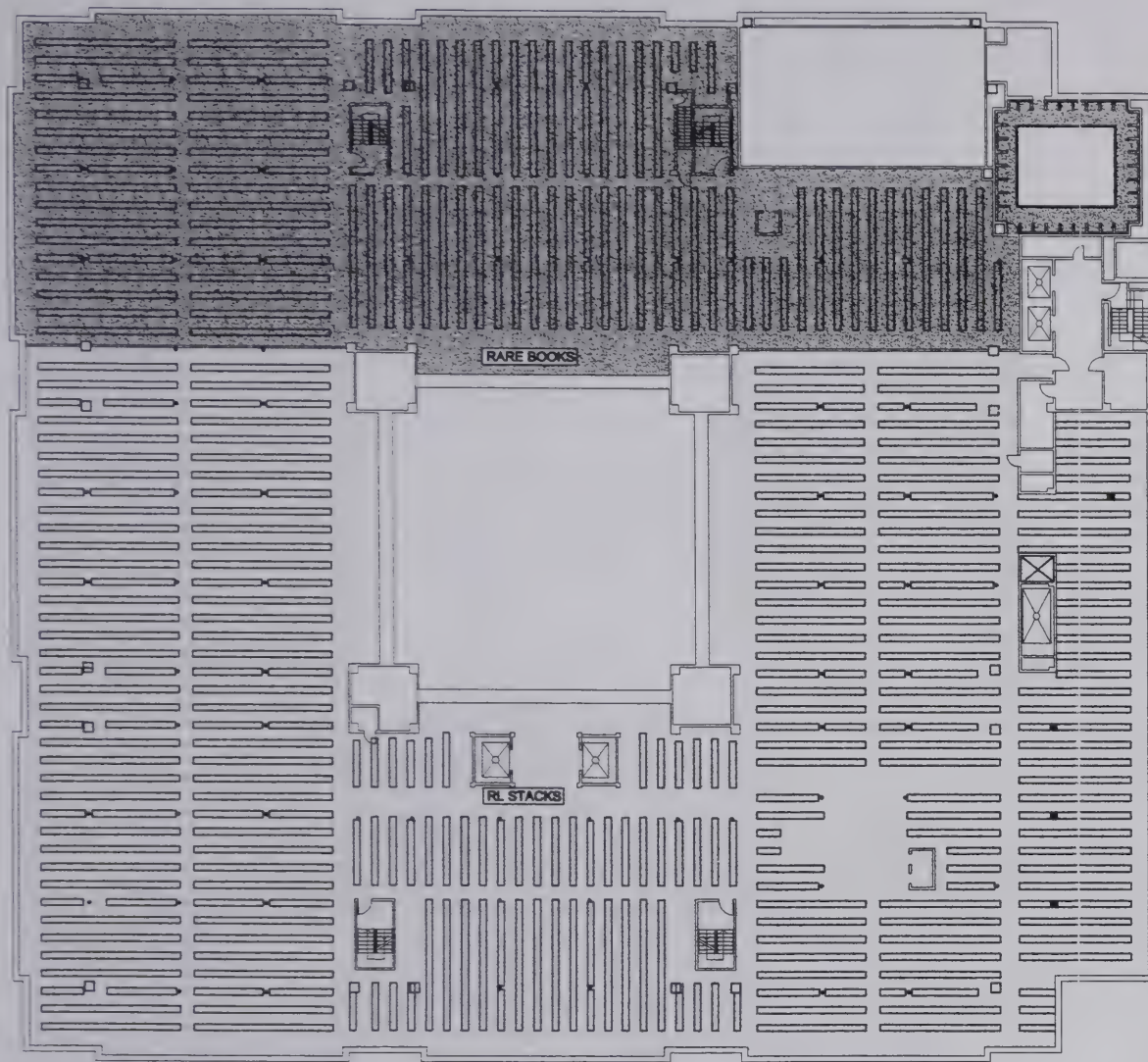
McKim Special Libraries Mezz.

Floor Plans

0' 32' Date: 04/23/99

PROPOSED

A-110



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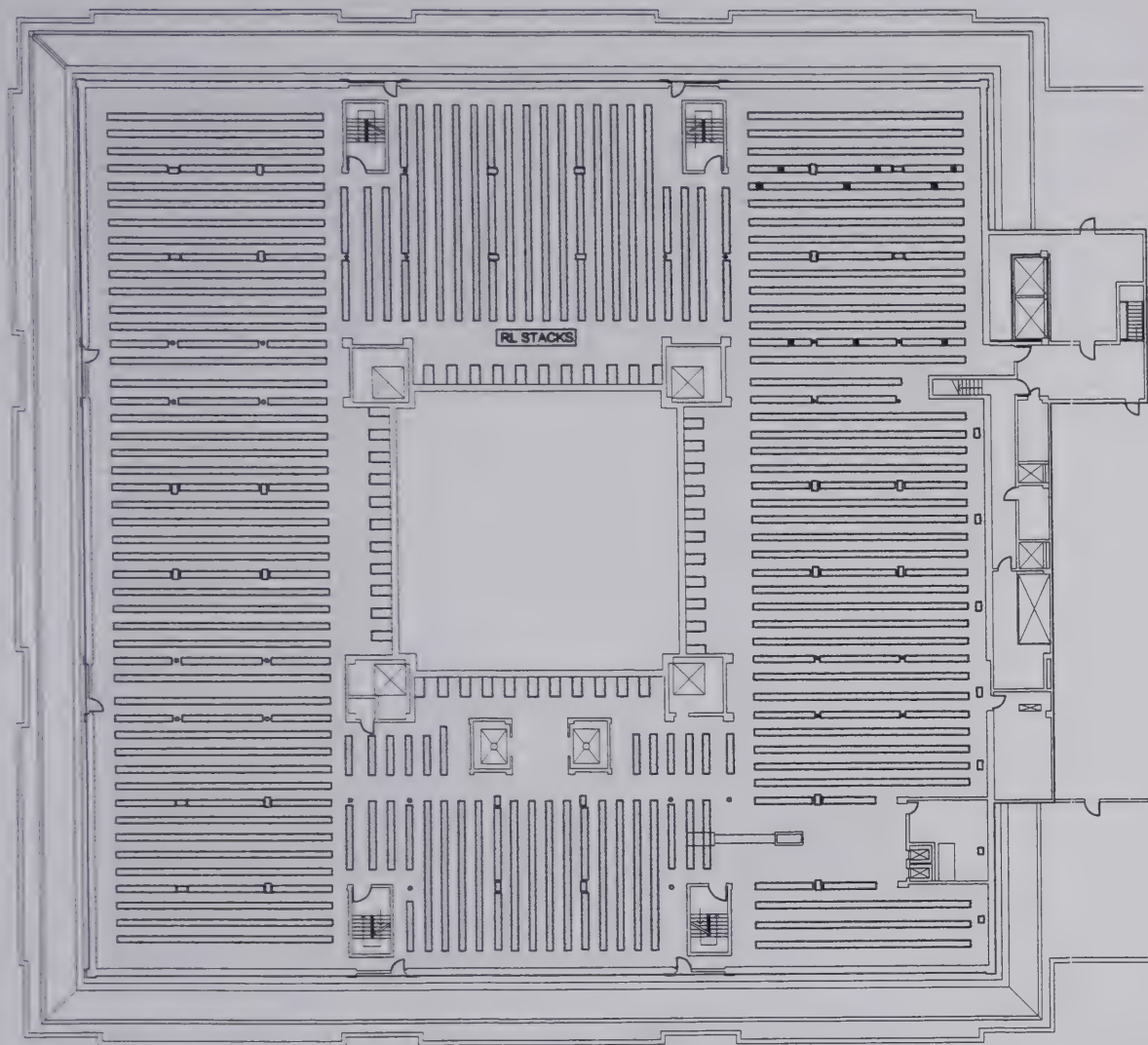
Johnson Fifth Floor

Area Diagrams

0' 32' Date: 04/23/99

PROPOSED

A-111



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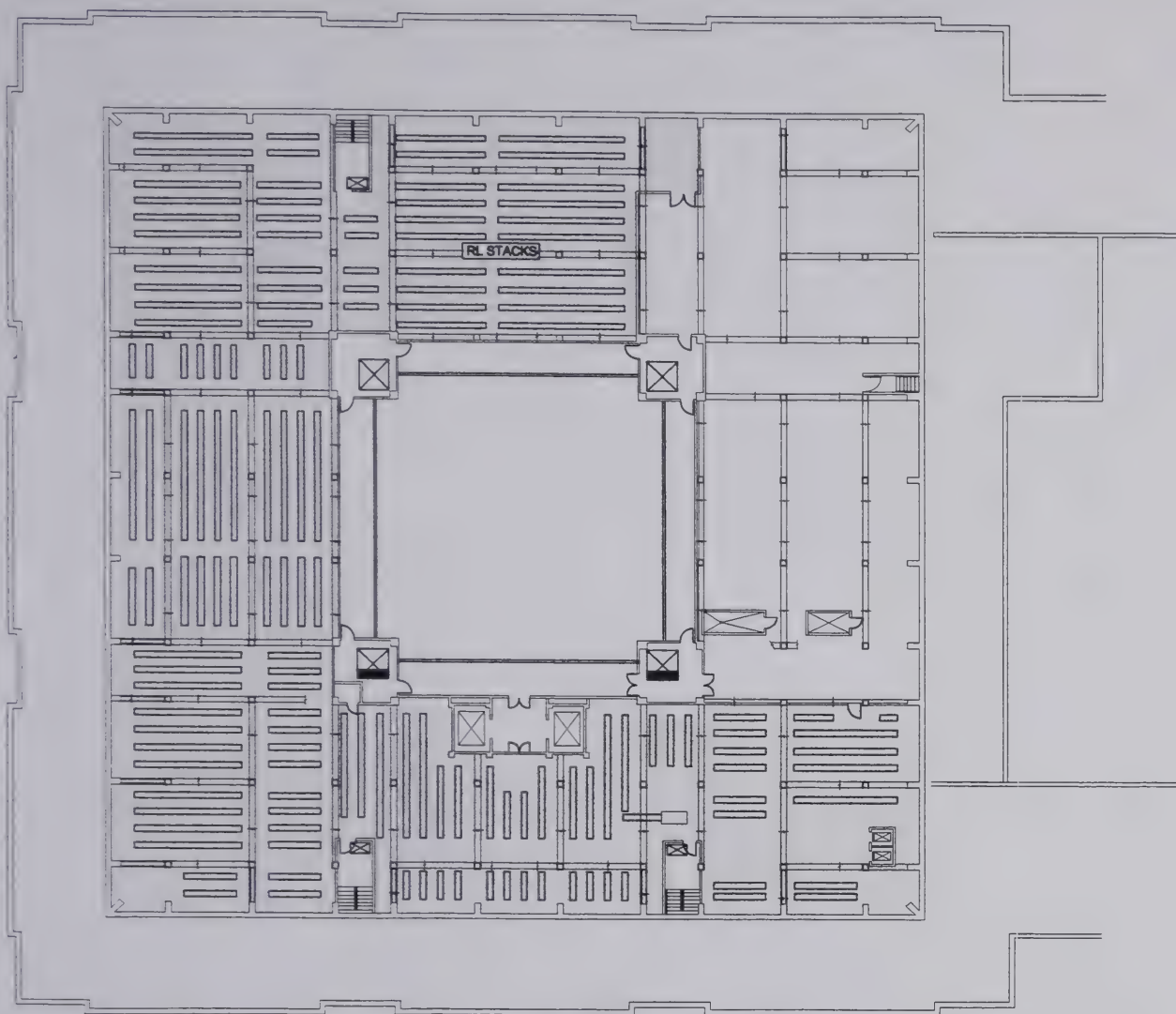
Johnson Sixth Floor

Area Diagram

0' 32' Date: 04/23/99

PROPOSED

A-112



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Johnson Seventh Floor

Area Diagrams

0' 32' Date: 04/23/99

PROPOSED

A-113

4. Floor by Floor

Johnson Basement

If the Sound Archives are moved, than the space they currently occupy will become non-critical storage (taking into account there was water damage at this level during the Summer, 1998 McKim flood as well). If the Sound Archives are not moved to become part of the New Music and Performing Center, there will need to be work done to assure the protection of some of the collection, replace and organize the shelves into a useable configuration, and wire the room to remotely receive and service requests.

The majority of the Gifts Department functions will be moved off-site so that initial handling of potentially infested materials will not threaten the central library collection. A certain amount of Gifts processing will remain on this level in the Johnson Building.

The removal of the majority of the Gifts Department storage allows for an expansion of Building Services. This expansion will include new carpentry, paint and work rooms, designed to mitigate fumes and noise. Space would also be allocated to appropriately store other maintenance materials currently housed in the hallway.

A Rabb Lecture Support room will be fashioned to house lecture equipment and other support material.

The A/V workroom would remain in its present location (16mm film would be housed in the remote location)..

Concourse

Technical Services will relocate here from the third floor of the Johnson Building. This will free valuable space for public use.

The Higher Education Center remains on this floor but moves from the southwest corner to the northwest in order to make room for Technical Services.

The lobby outside the Rabb Lecture Hall will display media exhibits.

Circulation Services will process returned books "dropped" in a book return chute from the ground floor lobby above.

The area that is currently used for conference rooms and the staff cafeteria will be reconfigured to house new conference rooms and an overflow space for the Rabb. New general equipment and storage spaces, perhaps to store materials that might be used by the conference rooms across the hall, will be made along the east side of the floor.

The Green Room, as well as the mechanical and electrical spaces will remain unchanged.

McKim Basement

Due to the hazards of another potential flood, an attempt has been made to keep critical material out of the basement level of the McKim Building. The only material planned for this floor is appropriate non-critical Government Documents. Precautions such as storage only above the third or fourth shelves will mitigate any risk of future water damage. Along with some of its appropriate non-critical materials, the Government Documents workroom is also located on this floor. It should be noted that the reduction of space allocated to Government Documents reflects a 2/3 reduction of their collection due to the tragedy of the flood.

In response to the need for more meeting space, the two rooms renovated in the Phase 1 work will be made into conference rooms. The ceiling vaults and other architectural features from the renovation work will facilitate the transformation of these areas into elegant rooms for meetings of library staff and administration, or to be made available to outside organizations.

In response to the many comments regarding the lack of sufficient copy facilities, the basement will also house the Digital Conversion and Reproduction Technology Center (DCRTC). It will be located centrally towards the east of the floor. This facility will produce color and large-scale copies for both the library and the public. In addition, the DCRTC will offer photo-reproduction and digital conversion services. This will allow the library to document its rare and special collections for both archival and viewing purposes.

An updated lobby area at the base of the stairs will service the two new conference areas and the DCRTC.

The kitchen area located on this floor will remain as it is in order to service the Tea Room above.

McKim Stack 1

The McKim Stack 1 area will become primarily Government Document collection storage. This will take advantage of the vertical adjacency with the department's workroom below, as well as the office and remaining collection above.

There is also a small portion of this floor allocated for general building storage.

McKim Ground Floor (Stack 2)

Major improvements to the ground floor will include the creation of an information and a security/check-out desk in the lobby. These features will need to be carefully designed to blend appropriately with the historic nature of the McKim lobby, as well as avoid encroaching too far into the lobby space itself.

The two main rooms on the McKim ground floor will become exhibit and orientation spaces. Displays will showcase the art and architectural assets of the library facility, as well as changing exhibitions of many types.

Visitors will be oriented to the building and tours, given by the volunteer staff and self-guided audio tours, will also commence here.

Across from the northeastern exhibition and orientation gallery will be the Volunteer Office where the volunteers who give tours will be based. Their proximity to the exhibition and orientation galleries, as well as the information desk and entrance to the library, will contribute to creating a more user-friendly entrance to the facility.

A Tea Room will be located in two rooms along the Boylston Street side of the McKim. It will serve visitors and staff, as well as provide for events and functions which might be held in the library, or in the adjacent courtyard. It will have a main service room (utilizing the vertical connection to the kitchen below) and a seating area.

Along the south side of the floor will be the Government Documents staff areas and Microtext. These departments will benefit from a continued proximity to one another.

Roughly in between these two departments is a staff entrance, elevator and stairway, which will be renovated to create a more pleasant and efficient space for those who work in the library. Currently this area also serves as a staff entrance. There is a problematic six-foot (roughly) difference between street level and the library at this point along Blagden Street. If it is to remain as a staff entrance, significant accessibility improvements will be required. Other concerns that will need to be addressed for the use of this entrance will be security and its general feasibility as a service entrance with regards to spatial constrictions.

In the northwest corner of the floor is the Newspaper Department. Its present location will remain as it is, considering the benefits of having it quickly accessible on the ground floor as well as making best use of the great amount of work that was recently completed to it in its renovation.

Johnson Ground Floor

Similar improvements as the McKim lobby area are intended for the Johnson Building. By providing a highly visible information and checkout desk, the visitor's experience is improved both as they enter and depart the library. The removal of the unattractive turnstiles will allow for the introduction of a central desk which will help to direct traffic in and out of the library with dedicated pathways for each. A large circulation desk will accommodate book checkout. A book return chute, placed by this new circulation desk, will deliver returned books

to a circulation processing area in the Concourse below. This will free up valuable ground floor space for use by the public. Accompanying the circulation desk will be a small office space for the Circulation Services staff.

Another very significant feature of the enhanced and expanded lobby will be a pair of additional elevators. Despite the off-axis location of these elevators, their proximity to the entrance and the connection to the McKim Building will make them a great improvement to the existing elevators located far from the entry, past the Great Hall, and are not clearly visible when entering the Johnson Building.

Importantly, the expansion of the lobby provides an improved connection with the northwest corridor that joins the Johnson and McKim Building. The new elevators are located in this expanded section of the lobby, greatly enhancing the degree of both horizontal and vertical circulation.

The lobby improvements will be accompanied by a new entry vestibule that will provide a more welcoming front door.

New entry vestibules will also be located on either side of the center bay of the Johnson ground floor. The one on the northwest corner of the building will contain a small café and serve as the entrance to a Popular Library. The Popular Library will extend back from Boylston along the Exeter Street side of the building and contain the latest books, and audio/visual materials.

On the other side of the entrance, the new entry vestibule will lead into a Library Store in the space presently occupied by the Boston Room. It will sell materials about the Boston Public Library, appropriate gift items, and special printed items. World Languages and a Literacy Center will also be located on the Johnson ground floor.

The rear of the ground floor is entirely dedicated to Children's Services. Offices and restrooms will be worked into the currently open floor plan, as will canopy structures that will serve to define the space, deal with acoustical issues created by the double height ceilings, and provide a sense of scale more appropriate for children.

McKim Stack 3

Much of the Stack 3 floor in the McKim Building has been renovated for office use. In keeping with this completed work, Community Library Services will move to this floor from its current location on the Johnson third floor administrative area. Public Relations, currently located on the Stack 3 floor, will move to the Johnson third floor, allowing Regional Library Services to take its place. Inter Library Loan will move into the southern portion of these spaces (along Blagden Street) so that they may take advantage of the proximity to the loading dock. The areas currently planned for Microtext, Social Sciences offices and

Newspapers will remain as intended. Social Sciences will expand into the adjacent office.

The balcony looking over what will be the Changing Exhibit space on the ground floor will undergo appropriate modifications as may be required by that space.

The enhanced staff entrance at Blagden Street will allow for more direct access to all these office areas. At the same time, the blocked stair, which would allow further access for staff to these offices from the Bates Reading Hall, should be opened up. The combination of the Blagden Street entry and the opened Bates Reading Hall stairs will create better circulation for an area which is presently quite difficult to reach.

Johnson Mezzanine

The Foreign Language collection, currently housed on the mezzanine level, will move to the ground floor and become a World Languages area. The mezzanine is too tight a space and poorly arranged for such stacks. In their place will go cases and display areas for changing exhibitions, as well as reader seating.

A Computer Training room will occupy the current mezzanine meeting room as well as the space in the northeast corner of this Johnson floor. Such a facility will assist in educating both the staff and public in the use of the computers and information technology that will be brought into the library as part of the Technology Initiative.

The Young Adults area will remain in its current location, but should receive some renovation. The area in the southeast corner, which currently houses an office, could be expanded by removing its west wall. A small office cluster could be fashioned out of that corner of the room, with appropriate partitions to allow for both privacy and monitoring of the young adults when needed.

McKim Stack 4 (Bates Hall Floor)

As in other areas of the McKim Building's south wing, much of the space along Blagden Street at Stack 4 floor will continued to be used, and renovated, as administrative office areas. As its primary occupants will be the research department, there will be a research department reception area as one enters from the Abbey Room.

The Abbey Reading Room itself will go through minimal changes. Some MEP and art restoration work will be required. Appropriate furniture, that can easily be removed or arranged for parties and functions, will be acquired in to create reader spaces. The enhancement of the Blagden Street entrance will provide good service access for events being held in the Abbey Room. By relocating the book delivery desk presently in the room itself, space will be provided for social and other functions. It will also be possible to setup for such a function without disrupting

or shutting down book delivery as has apparently been done in the past. The new book delivery desk will be located across from the research library reception area, as a part of the book delivery room. If feasible, improvements to the book delivery system could be made, as well as adding a trunk that would bring materials to the Current Periodicals Delivery desk in the Northwest corridor.

Also in this area off the Abbey Reading Room will be a small copy center which will allow patrons who might be using the Abbey or Bates Reading Rooms to quickly utilize reproduction equipment.

Moving along the south wing past the research library reception area will be administration offices; housing the Humanities Offices, and the Research Library Administration Offices.

The Bates Reading Room will remained unchanged.

The Catalog Information room will temporally house the card catalog. As the catalog is brought on-line and there is no longer a need for the physical catalog, this room will be used as future expansion space for Social Sciences.

The Elliot Room will be used to house Bibliographies.

It should be noted, that like the Bates Reading Room, both the Catalog Information Room and the Elliot Room have undergone extensive renovation work already. While no major changes to the architecture of either room would be needed, some casework adjustment will most likely be required as their functions shift.

The Periodicals Reading Room will become the Science Department and periodical reading will be performed in the general reading spaces, not only in the Bates and Abbey rooms, but in the new Information Common in the Johnson Building as well. The adjacency of the Periodical Department, which has its delivery desk in the Northwest Corridor on this floor, to the Information Commons will work well in creating a more seamless connection between the two buildings. The Abbey Reading Room, Bates Hall, Information Common (in the Johnson), and the Eliot Room all will be able to function as reading areas for the Periodicals Department.

The Science Department can move its functions into what was the Periodical Reading Room, using the space behind the service desk (once intended as a copy room) for some of its office space.

The Northwest Corridor will remain as it is, with the periodical delivery desk along its south side. Behind the delivery desk are the Periodical stacks. Current

periodicals could be kept in storage/display shelves which would allow them to be readily accessed without the help of a staff member.

Johnson Second Floor

The new Information Common (IC) on the Johnson second floor will be a high-tech sister space to the Bates Hall Room. As the Bates Hall occupies the entire eastside of the floor in the McKim, the IC will take up an entire side of the Johnson. Heavily equipped with computers and information technology, the IC will serve as the new major reference area of the library with full access to traditional reference materials, online catalogs and other digital resources. It will be the technological heart of the library. With the Northwest Corridor as the link between the two, patrons will have the convenient choice of using either the traditional Bates Hall or the modern Information Common. The IC will also house Access Services since many of the tools used to assist disabled readers are technologically based. An information desk will greet patrons as they enter the IC from either the McKim Building or the new pair of elevators. It's tie to the new elevators and location along the Boylston Street façade make the IC easily accessible and highly visible. The Computer Services Department of the library is located immediately upstairs from the location of the IC and will able to provide technical support and service when needed.

In the northeast most corner of the Johnson second floor will be additional Science Department Offices that will function with the remainder of the Science area in the McKim space immediately adjacent.

The general library stacks and reader seating located in the remaining space (roughly 2/3 of the floor) will be more efficiently arranged. The general library will have office adjacent to its main stack area.

Telephone Reference will also be located on this floor in a space above the general library offices on the east side of the floor. If needed, telephone reference librarians will be able to use phone headsets and easily access the resources of the IC for further information.

McKim Stack 5

Again, like others of the McKim south wings, the area along Blagden Street will be used for administrative offices. The west side of the floor will be used as research library stacks.

McKim Stack 6

The McKim Stack 6 floor will undergo minimal change. The renovation and restoration work planned prior to the Master Plan will continue as intended. The rooms along the west wing should be renovated to house Micotext Department collections, as the area just south of it does. The southwest corner of the floor will be use for research collection stacks. The proximity of these stack areas to the

Research Library's Sorting Room in the Johnson will be beneficial. The Trustees Rooms will be restored to their original beauty. Their location near the staff elevator and Blagden Street entrance will simplify access to the rooms. Keeping these functions in their place reinforces the south wing of the McKim Building as a mostly staff and administrative area. The Graphics Department area will remain in its current location.

Johnson Third Floor

The introduction of the Music and Performing Arts Center to the third floor of the Johnson Building represents a significant change for both the floor, the Building, and the library. This research department, once housed in the McKim, will benefit from the increased space provided by its relocation to the Johnson in many ways. The new space will allow for the Music Department to expand the service it provides to include a Performing Arts component, as well as allowing for the previously inaccessible Sound Archives. A number of Listening Stations will provide equipment to listen to the various collections. Other multimedia stations will allow users to view programs about dance and other performance arts. Cassette tapes, CD players, DAT, Laserdisk and DVD equipment will create a high-tech environment that will provide for highly immeresive experiences with the material. Like the Information Common below, the Music and Performing Arts Center is immediately accessible by the new elevators that originate in the Johnson expanded lobby. This vertical connection will make it easy for patrons from both buildings to get to both the IC and the new Music and Performing Arts Center.

Preliminary structural investigation has revealed that while this floor was not designed to handle a traditional full stack load, it could be sufficient to hold stacks at a lower density, with wider isles.

The majority of the remainder of the third floor is dedicated to staff and administrative areas. Openings in all four-wall surfaces, which make up the enclosure of the Great Hall will bring light into the center of the floor as well as provide a sense of orientation. It will also make the some of the administration functions being visible from the library area of the building, helping to make the staff appear more accessible to the general public. Another significant architectural change to the floor will be the opening up of a space between the elevator lobby and the Blagden windows. The combination of the view to the exterior window and the new interior Great Hall window will dramatically improve the experience for people when they arrive in the administration area. A reception desk will also be placed in immediate proximity to the elevators to help direct visitors to the administration area.

To support the Development Initiative, the Public Relations and Development Department would move to this floor to heighten visibility and linkage to Administration. A staff lounge in this area is also recommended is to encourage

the interaction of all the various groups of the library. The space, with windows looking out onto Exeter Street, is also a considerable improvement upon the current dark cafeteria in the concourse of the Johnson. While the Staff Lounge will not have an active full food service, it will allow the staff to relax in a prime library space with natural light.

There will be some modifications in the location of the corridors, making them shorter so there will be less long stretches of blank walls. The new layout of the corridors will also provide for a better sense of direction and orientation to visitors to the floor. Interior sidelights could be added to further help break up the series of corridors.

Some of the functions previously housed in the third floor offices will move to the office space being provided in the south wing of the McKim Building along Blagden Street. The main Administration, Computer Services, Building, Accounting, Personnel, and Business Departments will remain on the floor.

McKim Special Libraries Floor (Stack 7)

The addition to the library of a Maps Department will be a significant contribution to the unique character of the Boston Public Library and its collection. It will be housed in the north wing of the McKim Special Libraries Floor (along Boylston) and be adjacent to the Cushman Gallery which will be its main exhibit space. The west wing of the floor will be the Art and Architecture Department. Fine Arts and Music (both renamed) currently share this space and are both overcrowded and limited in their ability to provide their services to the patrons. With the move of Music to become Music and Performing Arts in the Johnson Building, Fine Arts expands into the entire west wing area and becomes Art and Architecture. The Prints Department will remain in the south wing of the McKim Special Libraries floor. It will get a new gallery space and an enclosed area named after the Merriam donation. The Cheverus Room and Wiggin Gallery should be appropriately restored and enhanced to become part of the library-wide new exhibit space. Both the Cushman Gallery and the Wiggin Gallery have double height ceilings, which enhance the gallery experience with a sense of grandeur and openness.

The Maps, Art & Architecture, and Prints departments, combined with the three galleries on this floor, will provide a highly cohesive series of materials all adjacent to one another. Enclosing the collection area with a new glass partition has been discussed as a potential improvement for security; the Study Team would prefer to see the security issue resolved through a coordinated policy regarding hours of operation and staffing.

Johnson Fourth Floor

Responding to the lack of any substantial amount of collection storage space, the absence of any reading room, and a desire to safely shield the collection from the

hazards of uncontrolled sun and atmospheric conditions, the Special Collections Department will be moved out of the McKim north wing on the Special Libraries Floor and into an enlarged space with Rare Books. The Jordan Special Children's Collection alone is over 775,000 books and would require almost 38,000 square feet to house in the central complex. While an Off Site facility will continue to hold the bulk of the Special Collections, new stack space and a new Special Collections Reading Room will greatly facilitate the use of the materials in the central library. The Off Site facility should be equipped with a secure reading room so patrons may view materials there, instead of having to transport fragile and valuable items, and avoiding lengthening the patron waiting time. The new Special Collections Reading Room will be placed adjacent to the Rare Books Reading Room allowing for shared staff monitoring in the Johnson. Both this new reading room and the Special Collections offices will move into spaces previously used for Rare Book storage. In order to account for this, the north west corner of both the fourth and fifth floors will be enclosed and used for Rare Books and Special Collection storage, as opposed to research collection. This new enclosed area will need to receive the same environmental control system, which protects the Rare Books collection. Both Special Collections and Rare Books have the same security, MEP and operating hours as one another.

The new elevator will terminate in the Rare Books and Special Collections Department. It will open up onto a new lobby which will provide reception and security services. The current Rare Books exhibit room will remain intact and serve as a second entrance to the departments from the Special Libraries Floor of the McKim. The reception desk will service both Rare Books and Special Collections and be placed in a position to receive people from both the new elevators or the Rare Books exhibit gallery. It will be possible to close both Rare Books and Special Collections without affecting the accessibility of the rest of the complex.

The plan does not affect the special donor rooms at the northwest corner.

McKim Special Libraries Mezzanine (Stack 8)

The mezzanine shelf areas above their respective departments on the Special Libraries Floor will be configured to store their respective collections. It is important to note that this area is not presently handicap accessible. To make it so would require extensive in-filling of the mezzanine niches and the creation of a wide catwalk space running along the front of the mezzanine. A lift would provide access to the enlarged balcony and allow for wheelchair access of the collection stored there. The Study Team recommends a variance regarding access; the recent major renovation of the Library of Congress faced a similar issue and access to these balcony areas in major reading rooms is by stair only.

The balcony in the Wiggin Gallery below will be mostly removed, with the exception of the section which is used to get to the Prints Offices located on the

Mezzanine level. The balcony, which was not part of the original design of the space, detracts from the openness of the room, and creates an unneeded additional level of circulation space to the gallery. The Print Offices will be renovated.

Johnson Fifth Floor

As mentioned in the description of the Johnson Fourth Floor, the major change to the fifth floor is the claiming of some research stacks by the Rare Books and Special Collections Departments. This new enclosed area will need to incorporate the same level of environmental controls protecting the Rare Books collection below.

Prints will also expand towards the McKim, creating a solid band of space for the department.

Johnson Sixth and Seventh Floors

No planning changes are recommended for these stack floors, which are not publicly accessible, of the Johnson Building apart from collection management improvements that could be facilitated by the Processing initiative.

B. Service Recommendations

While the implementation of the planning and architectural recommendations will significantly improve the Boston Public Library, it is the new and enhanced services that the library will offer that will most transform it.

There are four primary elements to the service plan embodied in the Master Space Plan for the Boston Public Library's central complex. They are:

- **The Information Common:**
A major new reference center, the Information Common, to be located on the Third Floor of the Johnson Building;
- **Children's Services:**
A greatly expanded Children's Services to be remain on the First Floor of the Johnson Building but relocated and expanded to include a strong technology component and a dedicated program space;
- **The Popular Library:**
A new Popular Library bringing together in one place, also on the First Floor of the Johnson Building, a vibrant collection of print and non-print materials including books, periodicals (about 100 of the more popular titles), videocassettes, books-on-tape, compact discs (CDs), and computer software; and
- **Research Collection Modifications:**
Two expanded and (somewhat) re-focused subject units and one new subject unit for the research component of the Central Library.

The Information Common

This service will be comprised of a number of personal computers (PCs) with Internet access, laser printers, and networked to all of the resources currently in the BPL. A small and selective print-on-paper collection of the most current and most used reference books and journals will also be housed here (this will be a duplicate collection in that each title will most likely also be other collections throughout the complex). Staffing will come from the current General Library reference staff and Telephone Reference. The latter, as a separate unit, is proposed to cease to exist. Instead, the Information Common (IC) staff will wear headsets while on the service desk and will utilize the entire IC collection is responding to telephone, telefax, and e-mail requests.

Children's Services

The Boston Public Library has a good Children's "Room" at this time. That is, however, one of its problems - it is just a room - albeit an attractive one. A much larger space is needed, one which is designed and scaled to the needs of young children and their caregivers. The new Children's Center will have much more technology than now exists (perhaps a "Kidsnet"), a special space within the larger space for programming (storytimes, puppetry, arts and crafts) as well as more space for books, audiovisuals, and seating. Positioned opposite the main entrance into the Johnson Building off Boylston Street, a strong architectural element is envisioned as a beacon to attract Boston's citizens of tomorrow to the enhanced service.

The new enlarged Children's area will provide a great many services to visitors. In addition to the collection, the enlarged and enhanced Children's Department will have a large room to house story telling. A performance area could host things such as puppet shows and other live performances. A Kidnet area could provide valuable computer skills training and infotainment for young children who are increasingly computer savvy and would benefit greatly from appropriate technology.

Popular Library

There are hundreds - perhaps thousands - of people each and every day who come to the Central Library just to "get a good book to read." Now, that need is difficult to satisfy because books are located on two levels with the mezzanine being in the middle. The Popular Library will not be - nor should it ever become - a large collection. It should be a collection that is merchandized not unlike the better bookstores of today. There will not be a need for a lot of seating, benches will serve most needs. It should also include non-print materials, especially recreational videocassettes, books-on-tape, and CDs. Another format to consider would be computer software. Two special features of the Popular Library will be

(1) a World Languages Collection, also merchandized, and (2) a small café located at the "front" of the space, entered directly off Boylston. By organizing the space in such a manner it would be possible to extend the hours of this service

beyond those of the rest of the Central Library. By including a bevy of PCs for information technology, it will also be possible for the space to be a small research arm of the library as far as electronically accessible materials are concerned (but not, in any way, a miniature of the Information Common described above).

The new Popular Library will function as a division of the general collection. People will be able to come in and browse through the latest collection of current and popular books and tapes. Because of the popularity of these materials, a greater number of copies may have to be provided, or certain reductions in the length of time a person may have the item checked-out may be necessary. It could have service hours different than the rest of the library since it will be designed as a space that can be physically isolated from the remainder of the building with its own entrance. The Popular Library will also house the small café, which will serve to provide coffee and beverages. Its hours, like the Popular Library, may function totally independently from other areas of the library.

The Library Store will provide patrons, visitors and tourists with items about the library (and perhaps the nation's public library system, as well as local Boston goods). Like the café, its hours may be totally independent from the other areas of the library.

Research Collection Modifications

The McKim Building is a magnificent space, housing some of the world's greatest collections of materials. It is heavily used, and visited by persons from all over the world on a daily basis. The focus of this service component is to modestly reshape two of the present collections (and relocate one of the two) and establish a third as a new service for the BPL. First, the existing Music Department is proposed to be expanded into the Music and Performing Arts Department (in part because it has already "inherited" from the Humanities Department drama and theatre). To this we would add the Sound Archives - at least electronic access to them if not all of the physical materials themselves. We also propose to relocate this service department into the Johnson Building, on the Third Floor space now occupied by Technical Services and Telephone Reference.

The other department to be somewhat modified is the Art Department. We would add (which was first a recommendation made by the manager of that unit) "and Architecture" to the title to more accurately describe the contents of the department. The Art and Architecture Department would occupy all of the space in the McKim Building now housing both Music and Art. Additional workroom space would also be created, especially for the use of the marvelous collection of architectural plans.

The new service unit is a Maps Library (or Collection). The Library now has a sizeable collection of maps, most of which are housed in the lower levels of the

McKim Building (and in storage facilities). By creating a new service unit the BPL will be able to (1) make the existing collection more accessible (although we realize the entire collection cannot be housed in a single unified space) and (2) position itself for any major gift of maps and/or funds which might become available. It is through maps that persons are best able to grasp and understand where they are located, where places on the “other side of the world” are, and how, via historic maps, lands were discovered, developed, and transformed over time.

The McKim plan of the 1980s indicated that the Special Collections unit would be housed in Stack Seven on the Boylston Street side of the building. In discussion with staff, and of our own knowledge, that space is not a good space for Special Collections because security would be difficult to achieve and its shape does not lend itself to housing special collections. Furthermore, the environmental controls and security are inadequate for the storage of Special Collections. Therefore, it was determined the best solution was to expand the space for Rare Books in the Johnson Building and move Special Collections into that space. There, they will have a reading room, work space, and some storage space. The bulk of the Special Collections which are that unit’s responsibility will remain in storage (now at Charlestown and Norwood). Researchers who need those collections will have them delivered by BPL staff to the new space in the central complex and use them there until they have completed their work. Then, the collections will be sent back to storage. The special collections that are in other departments of the central complex will remain with those units.

Other Services

The above four major pieces of the services plan are not the entire picture - not by any means. They are, as stated, what the Study Team believes are the primary pieces. Other service elements include:

- The new conveniences of the service desks at both entrances will greatly improve the information and checkout service. Other important front door service enhancements will come from the establishment of orientation services on the McKim ground floor in the Exhibition and Orientation gallery. Both these improvements will reach out to the library visitor and make them feel that there is truly a valuable service being provided by the library beyond the storage of books.
- Both a Copy Center and Digital Conversion and Reproduction Technology Center will become components of the Enterprise Initiative. These facilities will greatly enhance the usefulness of the library as an asset to its patrons who are doing research, involved in digitized collection work, or simply want to duplicate a page from a book which they can not remove from the building.

- Another important element of the Enterprise Initiative will be expanded tours and exhibits. They will make the central complex an even greater attraction for visitors and tourists who are interested in the building itself.
- Additional elements of the Enterprise Initiative which impact the level of service provided by the library are the Tearoom and Library Store. The Tearoom will have basic food service for the patrons, staff and host special functions and events. The Library Store will sell a range of items, including popular books, BPL souvenir items, and other items currently being offered by many library stores across the country.
- A new service point and reading room for the off-site location is recommended as part of the Off-Site Initiative for more convenient access to Special Collections and (potentially) other material. This new reading room will require staff for retrieval of materials and monitoring of patrons. Without this service point to the patron, additional time and staff effort will be required to move the requested materials to the central facility and return;
- Circulation desks in both the Johnson and McKim Buildings on the first floor of each;
- New information desks to provide trained staff to accurately guide and direct users;
- A public computer training “lab” on the Mezzanine of the Johnson Building;
- Some copy facilities as part of the Information Common and by Book Delivery
- A service, to be located in the basement of the McKim Building where materials can be scanned, digitized, copied in color, etc. Other existing services are proposed to be continued, some with enhanced spaces, some with slightly different spaces, but all important. These include:
 - Humanities and Social Sciences to remain as the focus of Bates Hall;
 - Science to move from the basement of McKim to a upper level of the same building;
 - Government Publications to be on the First Floor of McKim (the public space);
 - Microtext, Periodicals, and Newspapers to occupy the spaces for which the 1980s plan placed them;
 - Adult circulating collection to remain in the Johnson Building on the Second and Third Floors in space not occupied by the new Information Common and Music and Performing Arts;
 - Literacy to be moved to the First Floor of the Johnson Building;
 - Young Adults is to remain in its current location. The Study Team recommendations are that the YA area extend its hours in order to allow teens to utilize the library more after school. YA should also consider offering homework assistance programs to truly provide a valuable service to young patrons.

- The 16mm film collection to be housed and serviced from a remote access point (the new facility which is being planned).

These services developments will need to be further refined when the team begins to work again with BPL staff on the programming and information technology planning phases of work. However, at this time we are confident the services as presented here and in the Master Space Plan drawings are:

- Right for the City of Boston and its great public library; and
- Will be able to be accommodated as proposed.

The future belongs to those who plan for it!

C. Technology Recommendations

Increasingly, the Information Technology Infrastructure of BPL will be the critical resource that affects the overall effectiveness of the library and the productivity of library staff.

The importance of and needs for this infrastructure will only continue to increase in the future. As this report has shown, there are serious ITI issues that require attention and resolution. Additional work in this area that leads to the development of a formal plan to better integrate all BPL libraries is essential.

The preliminary findings of the Technology section of the Part A: Existing Facility Evaluation Report offered a *first draft* of identifying key topics and areas for review that relate specifically to improving the overall functionality of the ITI and the productivity of the staff and users of that ITI. As was previously outlined in the Part A report, the next steps related to the review of the BPL ITI include:

- Obtain additional information as identified above from additional site visit(s), interviews with staff and others, and additional review of reports, etc.;
- Receive BPL staff review of this preliminary report to verify, modify, or add to information presented thus far;
- Tour the branch library buildings to observe the use and placement of various computing and other related equipment;
- Clarify the scope of work related to assessing the ITI at BPL as it relates to overall library functionality and productivity; and
- Develop recommendations and strategies based on the information obtained to improve the ITI as it relates to library functionality and productivity.

A review of the BPL ITI as it relates to improved overall library functionality covers a huge expanse of territory that cannot all be covered in this portion of the Master Plan Study. What will be important, however, is to identify practical and feasible recommendations and strategies that can move BPL into (1) developing a stronger ITI that can better support both library operations and the needs of library users, and (2) prepare the BPL to be an active participant in digital

libraries, supporting virtual users, providing electronic services, and engaging in the global networked environment.

Basic recommendations are:

- Consolidating all catalog information into an accessible and accurate database.
- Equipping the McKim and Johnson Buildings with the infrastructure of conduit, riser and hub rooms to serve an expanded network of computer and serves.
- Emphasizing the integration of the use of technology and the wealth of BPL's collection.
- Provide a major Internet and navigation resource in a new "Information Common"
- Highlighting technology in Children's Areas
- Maintaining new equipment for public use

IV. COST ESTIMATE AND PHASING

A. Cost Estimate

The following estimate is based on a floor by floor review of improvements, incorporating the Study Team's assumptions on architecture, space planning, functional and building service improvements.

This estimate is intended to provide a range of anticipated costs for each area in order to assist in identifying packages and priorities.

INITIAL COST MODEL FOR MASTER PLAN WORK
MCKIM BUILDING

Note: Shading indicates areas previously renovated in Phase I and Phase II

Location and Proposed Use	Area (sf)	Arch.	Elect.	Mech.	FF&E	Total	Cost (\$)	Notes
Basement - McKim								
Govt. Docs. Workroom	2,338	\$10	\$5		\$10	\$25	\$58,450	
Lobby	2,104	\$5			\$5	\$10	\$21,040	
Conference/Meeting Room	4,912	\$25	\$15	\$15	\$25	\$80	\$392,960	reconfig. GD & Sci.
Digital Conversion and Reproduction Tech.	3,782	\$25	\$25	\$20	\$50	\$120	\$453,840	
Non-Critical Govt. Docs.	5,342	\$5			\$5	\$10	\$53,420	
Tea Room Kitchen	901	\$5	\$0	\$0	\$5	\$10	\$9,010	
Subtotal	19,379					\$51	\$988,720	
Stack 1 - McKim								
Building Services	307	\$0	\$0	\$0	\$0	\$0	\$0	
Building Services Expansion	124	\$15	\$0	\$0	\$0	\$15	\$1,860	
Government Documents Stacks	3,951	\$0	\$0	\$0	\$0	\$0	\$0	
Government Documents Stacks Expansion	556	\$15	\$5	\$0	\$20	\$40	\$22,240	
Subtotal	4,938					\$5	\$24,100	
Ground - McKim								
Government Documents	2,636	\$125	\$25	\$25	\$25	\$200	\$527,200	Phase IIC
Changing Exhibits and Orientation	3,605	\$250	\$25	\$25	\$80	\$380	\$1,369,900	Phase IIC
Exhibits and Orientation	3,472	\$25	\$15		\$80	\$120	\$416,640	
Lobby	2,700	\$0	\$0	\$0	\$20	\$20	\$54,000	add new desks
Volunteer/Tour Office	597	\$5	\$0	\$0	\$25	\$30	\$17,910	new use
Tea Room Expansion	1,043	\$25	\$15	\$20	\$30	\$90	\$93,870	
Tea Room	1,679	\$0	\$0	\$0	\$20	\$20	\$33,580	
Newspapers	3,260	\$0	\$0	\$0	\$0	\$0	\$0	
MicroText	5,396	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal	24,388					\$103	\$2,513,100	
Stack 3 - McKim								
Inter Library Loan	1,186	\$10			\$20	\$30	\$35,580	
Community Library Services	1,535	\$10	\$5	\$5	\$20	\$40	\$61,400	Partial Phase IIC
Regional Library Services and Admin.	4,641	\$40	\$15	\$15	\$20	\$90	\$417,690	Phase IIC
Social Sciences Offices	1,153	\$0	\$0	\$0	\$0	\$0	\$0	
Newspapers Mezzanine	2,051	\$0	\$0	\$0	\$0	\$0	\$0	
Microtext Stacks	1,456	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal	12,022					\$43	\$514,670	

Location and Proposed Use	Area (sf)	Cost (\$/sf)				FF&E	Total	Cost (\$)	Notes
		Arch.	Elect.	Mech.					
Stack 4 - McKim									
Catalog Info Rm (Future Soc.Sci. Expan.)	2,478	\$0	\$0	\$0		\$0	\$0	\$0	
Elliot Reading Room	1,486	\$0	\$0	\$0		\$0	\$0	\$0	
Science	2,874	\$10	\$0	\$0		\$35	\$45	\$129,330	prev. Period. Reading
Science Office (McKim only)	613	\$15	\$0	\$0		\$20	\$35	\$21,455	
Current Periodical Delivery	464	\$0	\$0	\$0		\$0	\$0	\$0	
Current Periodicals Stacks	3,179	\$0	\$0	\$0		\$0	\$0	\$0	
Humanities Office	934	\$0	\$0	\$0		\$20	\$20	\$18,680	
Research Library Administration	1,126	\$0	\$0	\$0		\$20	\$20	\$22,520	
Research Offices Reception	166	\$75	\$25	\$25		\$25	\$150	\$24,900	
Research Library Offices	298	\$100	\$25	\$25		\$25	\$175	\$52,150	
Book Delivery	721	\$75	\$25	\$25		\$25	\$150	\$108,150	
Copy Center	287	\$75	\$25	\$25		\$50	\$175	\$50,225	
Abbey Reading Room	2,189	\$200	\$50	\$25		\$25	\$300	\$656,700	
Humanities Room	1,668	\$0	\$0	\$0		\$0	\$0	\$0	
Bates Reading Hall	5,893	\$0	\$0	\$0		\$0	\$0	\$0	
Social Sciences	1,657	\$0	\$0	\$0		\$0	\$0	\$0	
Subtotal	26,033						\$42	\$1,084,110	
Stack 5 - McKim									
Research Library Stacks	3,640	\$50	\$25	\$25		\$25	\$125	\$455,000	Phase IIC
Administrative Office	2,338	\$100	\$25	\$25		\$25	\$175	\$409,150	Phase IIC (now stacks)
Subtotal	5,978						\$145	\$864,150	
Stack 6 - McKim									
Graphics	366	\$15	\$0	\$0		\$0	\$20	\$7,320	
Microtext and Microfilm	3,918	\$15	\$15	\$15		\$25	\$70	\$274,260	Phase IIC
Stair to Chevannes Gallery	638	\$100	\$15	\$5		\$0	\$120	\$76,560	Phase IIC
Research Library Stacks	4,357	\$50	\$25	\$25		\$25	\$125	\$544,625	Phase IIC
Trustees Room	1,307	\$350	\$100	\$50		\$100	\$600	\$784,200	Phase IIC
Subtotal	10,586						\$159	\$1,686,965	
Special Libraries Floor - McKim									
Maps	5,891	\$300	\$25	\$25		\$50	\$400	\$2,356,400	Phase IIC
Art & Architecture	4,974	\$300	\$25	\$25		\$50	\$400	\$1,989,600	Phase IIC
Prints w/ Merriam Room, and Gallery	3,849	\$300	\$25	\$25		\$50	\$400	\$1,539,600	Phase IIC
Wiggin Gallery	2,385	\$200	\$25	\$25		\$20	\$270	\$643,950	Phase IIC
Cheverus Room	2,169	\$200	\$25	\$25		\$20	\$270	\$585,630	Phase IIC
Cushman Map Gallery	2,216	\$250	\$25	\$25		\$50	\$350	\$775,600	Phase IIC
Sargent Gallery	2,417	\$400	\$50	\$25		\$20	\$495	\$1,196,415	Phase IIC
Subtotal	23,901						\$380	\$9,087,195	

Location and Proposed Use		Area (sf)	Arch.	Elect.	Mech.	FF&E	Total	Cost (\$)	Notes
Special Libraries Mezzanine - McKim									
Maps Balcony		1,813							
Arts & Architecture Balcony		690	\$300	\$25	\$25	\$25	\$375	\$679,875	Phase IIC
Cushman Gallery Balcony		458	\$300	\$25	\$25	\$25	\$375	\$258,750	Phase IIC
Wiggin Gallery Balcony Removal		514	\$250	\$25	\$25	\$10	\$310	\$141,980	Phase IIC
Prints Balcony		413	\$250	\$0	\$0	\$0	\$250	\$128,500	
Prints Offices		1,766	\$300	\$25	\$25	\$25	\$375	\$154,875	Phase IIC
Subtotal		5,654	\$150	\$25	\$25	\$25	\$225	\$397,350	Phase IIC
								\$1,761,330	
					</				

BOSTON PUBLIC LIBRARY MASTER PLAN STUDY
BOSTON, MASSACHUSETTS

INITIAL COST MODEL FOR MASTER PLAN WORK
JOHNSON BUILDING

Note: Shading indicates areas with limited or
no renovation needs

Location and Proposed Use	Area (sf)	Arch.	Elect.	Mech.	FF&E	Total	Cost (\$)	Notes
Basement - Johnson								
Building Services	14,548	\$5	\$5	\$5	\$5	\$20	\$290,960	
Mechanical	10,251	\$0	\$0	\$0	\$0	\$0	\$0	
Gifts	1,024	\$20	\$15	\$15	\$15	\$65	\$66,560	
Sound Archives	4,542	\$10	\$15	\$15	\$25	\$65	\$295,230	
Rabb Lecture (Lower)	2,963	\$40	\$25	\$25	\$50	\$140	\$414,820	full renovation
Rabb Lecture Support	1,164	\$25	\$25	\$25	\$25	\$100	\$116,400	
A/V Storage/Workroom	1,594	\$10	\$5	\$5	\$5	\$25	\$39,850	
Subtotal	36,086					\$34	\$1,223,820	
Concourse - Johnson								
Higher Ed. Ctr. & Teaching Resources	7,814	\$65	\$20	\$20	\$25	\$130	\$1,015,820	
Technical Services	9,156	\$65	\$20	\$20	\$25	\$130	\$1,190,280	
New Conference and Rabb Overflow Rooms	3,724	\$100	\$25	\$25	\$50	\$200	\$744,800	
Building Storage	519	\$20	\$0	\$0	\$0	\$20	\$10,380	
Circulation Services & Book Drop Clute	1,947	\$65	\$20	\$20	\$40	\$145	\$282,315	
Mechanical and Electrical	2,704	\$0	\$0	\$0	\$0	\$0	\$0	
Green Room	957	\$20	\$0	\$0	\$20	\$40	\$38,280	
Rabb Lecture (Upper)	4,737	\$40	\$25	\$25	\$50	\$140	\$663,180	full renovation
Media Exhibit Lobby	7,500	\$25	\$20	\$10	\$20	\$75	\$562,500	
Subtotal	39,058					\$115	\$4,507,555	
Ground - Johnson								
New Popular Library Boylston Entry	569	\$400	\$50	\$50	\$25	\$525	\$298,725	
New Library Store Boylston Entry	569	\$400	\$50	\$50	\$25	\$525	\$298,725	
New Main Entrance Vestibule	740	\$425	\$50	\$50	\$10	\$535	\$395,900	
Lobby	4,157	\$50	\$20	\$15	\$40	\$125	\$519,625	incl. Atrium
Expanded Lobby	2,930	\$125	\$20	\$15	\$20	\$180	\$527,400	
Popular Library	9,894	\$125	\$25	\$25	\$40	\$215	\$2,127,210	
Children's	11,675	\$150	\$25	\$25	\$40	\$240	\$2,802,000	
World Languages	4,942	\$100	\$25	\$15	\$25	\$165	\$815,430	
Circulation Services Desk and Area	1,707	\$150	\$25	\$15	\$40	\$230	\$392,610	
Library Store	1,323	\$100	\$25	\$15	\$40	\$180	\$238,140	prev. Boston Room
Subtotal	38,506					\$219	\$8,415,765	

Location and Proposed Use	Area (sf)	Cost (\$/sf)				Total	Cost (\$)	Notes
		Arch.	Elect.	Mech.	FF&E			
Mezzanine - Johnson								
Young Adult Center	4,554	\$15	\$15	\$5	\$20	\$55	\$250,470	
Exhibition and Reading Spaces	9,597	\$15	\$15	\$5	\$20	\$55	\$527,835	
Public Computer Training	4,004	\$25	\$25	\$15	\$40	\$105	\$420,420	
Subtotal	18,155					\$66	\$1,198,725	
Second Floor - Johnson								
Information Common	16,355	\$80	\$35	\$25	\$60	\$200	\$3,271,000	
Science Office	921	\$25	\$15	\$15	\$20	\$75	\$69,075	
IC and Telephone Reference Offices	1,164	\$25	\$15	\$15	\$20	\$75	\$87,300	
Circulation Collection and Seating	23,977	\$35	\$25	\$15	\$25	\$100	\$2,397,700	
Circulation Collection Office	2,080	\$25	\$15	\$15	\$20	\$75	\$156,000	
Subtotal	44,497					\$134	\$5,981,075	
Third Floor - Johnson								
Music and Performing Arts Center	15,974	\$60	\$25	\$25	\$40	\$150	\$2,396,100	
Music Work Room	2,053	\$25	\$15	\$15	\$20	\$75	\$153,975	
Staff Lounge	2,129	\$60	\$25	\$25	\$40	\$150	\$319,350	
Public Relations	1,760	\$35	\$15	\$15	\$20	\$85	\$149,600	
Administration	4,437	\$25	\$15	\$15	\$15	\$70	\$310,590	
Lobby	1,000	\$100	\$25	\$25	\$25	\$175	\$175,000	
New Openings in Great Hall/Corridor Walls							\$500,000	
Personnel	2,080	\$25	\$15	\$15	\$15	\$70	\$145,600	
Business	1,880	\$25	\$15	\$15	\$15	\$70	\$131,600	
Accounting	1,366	\$25	\$15	\$15	\$15	\$70	\$95,620	
Computer Services	3,411	\$15	\$5	\$5	\$5	\$30	\$102,330	
Research Library Sorting	1,798	\$10	\$5	\$5	\$5	\$25	\$44,950	
Subtotal	37,888					\$119	\$4,524,715	
Fourth Floor - Johnson								
Prints	7,036	\$5	\$5	\$5	\$5	\$20	\$140,720	
Prints Expansion	1,238	\$25	\$10	\$5	\$15	\$55	\$68,090	
Research Library Stacks	20,681	\$5	\$0	\$0	\$0	\$5	\$103,405	
Rare Books Exhibit	1,260	\$15	\$5	\$5	\$5	\$30	\$37,800	
Rare Books Lobby	780	\$80	\$25	\$25	\$15	\$145	\$113,100	
Arts and Architecture Stacks	3,037	\$5	\$0	\$0	\$0	\$5	\$15,185	
Rare Books Reading Room	1,662	\$10	\$10	\$0	\$10	\$30	\$49,860	
Special Collection Reading Room	1,820	\$125	\$25	\$25	\$25	\$200	\$364,000	
Spec.Collection/Rare Books Offices & Labs	4,300	\$100	\$25	\$25	\$25	\$175	\$752,500	
Special Collection / Rare Books Stacks	4,831	\$15	\$10	\$25	\$10	\$60	\$289,860	prev. RL stacks
Subtotal	46,645					\$41	\$1,934,520	

Location and Proposed Use	Area (sf)	Cost (\$/sf)				FF&E	Total	Cost (\$)	Notes
		Arch.	Elect.	Mech.					
Fifth Floor - Johnson									
Rare Books Stacks	9,969	\$0	\$0	\$15	\$0	\$15		\$149,535	
Rare Books Stacks Expansion	4,831	\$15	\$10	\$25	\$10	\$60		\$289,860	prev. RL stacks
Research Library Stacks	32,190	\$0	\$0	\$0	\$0	\$0		\$0	
Subtotal	46,990					\$9		\$439,395	
Sixth Floor - Johnson									
Research Library Stacks	32,722	\$0	\$0	\$0	\$0	\$0		\$0	
Subtotal	32,722					\$0		\$0	
Seventh Floor - Johnson									
Research Library Stacks	19,176	\$0	\$0	\$0	\$0	\$0		\$0	
Subtotal	19,176					\$0		\$0	
Johnson Master Plan Work Total									
New Elevators (2) @ Lobby	359,723					\$78		\$28,225,570	
Upgrade Existing Elevators (4)								\$660,000	
Contingency @ 20%								\$300,000	
Soft Costs @ 25%								\$5,777,114	
Total	359,723					\$121		\$8,665,671	
								\$43,628,355	

INITIAL COST MODEL FOR MASTER PLAN WORK
SUMMARY

McKim Renovations (incl. FF&E and soft costs)	\$28,086,510
Johnson Renovations (incl. FF&E and soft costs)	\$43,628,355
Allowance for Johnson Building Basic Systems Upgrades (electrical, HVAC, building enclosure)	\$3,300,000
Allowance for Technology Initiative (to be determined in next phases of study)	\$5,000,000
Allowance for Phasing/Inflation Premiums (assumes 10 year implementation program)	\$10,000,000
Total Master Plan	\$90,014,865

Note: Costs described above do not include increased staffing & operations costs, processing initiative, off-site facility costs, annual maintenance and repair.

B. Phasing

A specific phase by phase implementation plan will require input from the Library and Trustees regarding funding capabilities and time frames.

The Study Team recommends the following sequence:

PART A:

- Completion of McKim Renovations in accordance with Master Plan recommendations.
- Implementation of Technology Initiative to provide backbone for future improvements and Initiatives
- Completion of the Off-Site Initiative

PART B:

- Implementation of Johnson Lobby and Children's Area renovation.
- Implementation of Information Common and Popular Library new areas.
- Processing Initiative

PART C:

- Rare Books and Special Collection improvements
- Music and Performing Arts
- Administrative Areas

V. CONCLUSIONS

A. Summary

The Boston Public Library is a major institution in the city and the state. Its rolls are complex and numerous. Through out the study it became clear that no one single initiative would rise to be accepted by all as the new vision for the library, but instead, that many of the different initiatives would need to be developed to create the holistic vision that would fit the institution.

Through the rigorous workshop process the different initiatives were tested and re-tested with the staff and administration, culminating in a Master Plan which best represents the needs of those who both work in, and use, the library.

With the plans developed to a near final state, and the recommendations for improving the service, technology, architecture and planning of the library documented, the conclusion of the first stage of the re-visioning of the library is complete.

B. Next Steps

Perhaps one of the greatest benefits of the work completed is that it is a road map that will serve in steering the library ahead. At each junction and decision those at the helm of change will be able to refer to the Master Plan concepts and initiatives to check their actions against. Once the Master Plan is adopted by the Library Administration and Trustees, the process can move ahead.

The next steps require a careful adherence to the decisions already made. By moving ahead from these initial ideas to develop a Program, Technology Plan, and Architectural Concepts, the new vision of the Boston Public Library will be made that much more tangible.

A Program will begin to set out the actual space needs of each department, as well as describe their furniture and equipment needs. A Technology Plan will begin to size up the often overwhelming prospects of introducing modern computer equipment, systems and services to an institution. Architectural Concepts will reflect the details of the work done in the Program and Technology Plan, and begin to bring certain key areas into a developed stage.

The testing of the ideas and developments in the program and plans, all will serve to refine the emerging vision of the Boston Public Library for the 21st century.

VI. Appendix A: Terminology

ADMINISTRATION

Refers to the administrative services managing the whole library system.

AISLES

An aisle is the pedestrian circulation space between the bookstack ranges. A cross-aisle is the pedestrian circulation space at the end of a bookstack range.

BOOKSTACKS

A section of bookstack, which is 3 feet wide, normally 7.5 feet high, and in the majority of cases at the BPL double-faced (shelves on both sides).

CATALOGS

Access to library collections is provided through on-line catalogs as well as traditional index card catalogs. In many libraries, patrons use computer terminals, referred to as Online Patron Access Catalog (OPACs), to search for a desired title, author or subject. Increasingly, OPACs are used to reserve materials, check patron records and search the catalogs of remote libraries.

COLLECTION

Refers to the reference, research, circulating, special, and rare materials that are housed and managed by the library.

General Circulating Collection – A collection of books of numerous topics and types which are permitted to be checked out of the library by patrons.

Research Collection – A collection of materials which are not permitted to leave the library (except in special cases) and can be viewed by patrons in reading rooms.

Reference Collection – A collection of materials, confined to the library premises or in a specified Reference Area, which are used to locate specific information by topic or other search parameter.

Special Collection – Old, rare or valuable materials that have been grouped together in collections by a donor or previous owner.

Rare Books – A collection of materials which are rare due to their age, number of publications, owner, or other distinguishing feature.

Popular Library (or Browsing Collection) – A collection of new and most recently published collection materials drawn from all collection areas including fiction and non-fiction titles covering a wide range of

topics of interest to the public. This collection is usually housed close to the library entrance and circulation desk to facilitate easy patron selection and checkout.

Children's Collection – A collection of materials selected to meet the information and recreational needs of children from infancy through the age of 12.

Young Adult Collection – A collection of materials selected to highlight topics of interest to young people from grades 7 through 12. This collection is designed to help young adults make the transition from reading simple to more complex treatments of information in order to increase their knowledge and enjoyment of reading.

Audio/Visual Collection – This is a collection of non-print materials, usually requiring equipment in order to use the items. It can range from VHS tapes, to audiocassettes, to CD-ROMs, CDs, and other multimedia formats.

Periodicals Collection – This is a collection of serial publications and includes newspapers, magazines and other serials.

COLLECTION MAINTENANCE

Maintaining a collection entails making decisions with regard to particular items, such as, whether or not to replace, add, discard, rebind, or assign to another agency. Criteria are established to govern each of these decisions.

CONVENIENT ACCESS

Physical access between components through the use of extended horizontal and/or vertical general or internal circulation.

DIRECT ACCESS

Physical access between components through the use of minimal amount of horizontal and/or vertical general or internal circulation.

GENERAL CIRCULATION

The system of connecting links (corridors, elevators, stairs, conveyors, etc.) providing access for people and materials to or between functional components.

INTERNAL CIRCULATION

The system of connecting links (corridors, elevators, stairs, conveyors, etc.) within functional components, connecting rooms of a component or directly connecting contiguous components.

LIBRARY MATERIALS

All items or informational material stored in a library, whether print or non-print. This includes books, periodicals, maps, microforms, tapes, abstracts, videos, cassettes, CD-ROMS, CDs, software, etc.

TECHNICAL SERVICES

Refers to the acquisition, cataloging, processing and sometimes binding and repair of library materials.

